



WORLD BANK GROUP PROPOSED NEW FRAMEWORK FOR COUNTRY ENGAGEMENT

March 29, 2014

INTRODUCTION AND GOALS

- The World Bank Group wants to **be a better partner**.
- As part of the Bank Group's new strategy, **we are improving our country partnership model**.
- This new model – the Country Partnership Framework -- **would help the Bank Group better prioritize its programs, and collaborate more effectively to deliver high-impact solutions for clients**.
- The CPF would **align the country's highest priorities with the Bank Group's comparative advantage and renewed focus** on eliminating poverty and boosting shared prosperity.

OUTLINE OF THE PRESENTATION

- This presentation will focus on
 - The elements of the new approach,
 - Additional changes for IDA countries and for fragile and conflict-affected states.



ELEMENTS OF THE NEW APPROACH

NEW APPROACH TO COUNTRY PARTNERSHIP

Objective: Deliver programs in every country that will have the greatest impact on reducing poverty and increasing shared prosperity in a sustainable manner

Client
driven

More
selective
and
focused

Evidence-
based

Bank Group
approach

COUNTRY PARTNERSHIP FRAMEWORK



THE NEW APPROACH TO COUNTRY ENGAGEMENT

The new approach:

- Unified across the World Bank Group (IDA/IBRD, IFC, MIGA)
- Builds upon current country-driven model
- More systematic, evidenced-based and selective approach to prioritization and goal setting
- Supports a country's efforts to end extreme poverty and boost shared prosperity in a sustainable manner, connecting demand with the WBG's comparative advantage
- Is flexible to accommodate all types of client countries, lessons from implementation experience and changing circumstances

STEP 1: SYSTEMATIC COUNTRY DIAGNOSTIC

What are the biggest constraints to reducing poverty and building shared prosperity in a sustainable way?

Identifies a select group of high impact areas that will focus efforts to support a country

- The Diagnostic will draw upon all available evidence and will identify knowledge gaps that must be filled
- The analysis is not limited to areas where the WBG is currently active or expects immediate country demand
- The comprehensiveness of Diagnostics will vary across countries based upon data availability – for example, fragile states may have less extensive Diagnostics



STEP 2: COUNTRY PARTNERSHIP FRAMEWORK

What are the most important contributions the World Bank Group can make?

Starts from the country's own development goals and draws upon the Diagnostic to focus WBG engagement on high-impact areas

- The CPF is a partnership plan, not a country diagnostic. It is underpinned by and builds upon the evidenced-based country analysis found in the Diagnostic (SCD).
- Reflects the intersection of client demand and the WBG's comparative advantage and goals.
- Enhanced focus and selectivity for highest impact.
- Incorporates views of stakeholders through consultations and dialogue.



MAIN FEATURES OF THE CPF

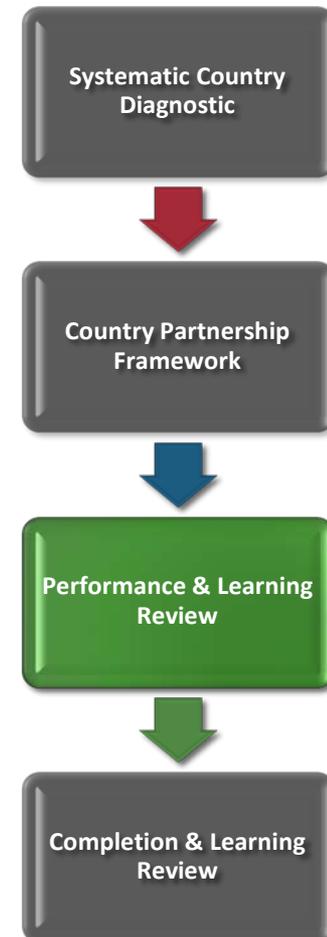
- **More focused**, centered around a select group of objectives that the WBG program will help the country achieve.
- **More flexible**. Can be revised to reflect changes in country priorities and circumstances as well as from learning during implementation.
- **A longer timeframe**. Normally 4-6 years and can be extended before the end of the CPF period to take into account implementation experience and country circumstances.
- **Bringing the World Bank Group together**. CPFs will reflect the Bank Group's strategic framework in the country. Systematic Country Diagnostics will always be joint. The degree of involvement by individual WBG entities will depend on the country's challenges and opportunities and on individual WBG entities' ability to engage

STEP 3: PERFORMANCE AND LEARNING REVIEW

How are we doing?

The Performance and Learning Review will be our main vehicle to draw lessons from implementation, introduce mid-course adjustments, update the results framework and extend the CPF, as needed.

- Reflects a continuous process of results monitoring and learning from implementation by the WBG, country and other stakeholders.
- Undertaken every two years, or at mid-term, in partnership with the country and other stakeholders.
- Incorporates review of the portfolio as well as drawing links from portfolio performance to results, which helps ensure a stronger results focus (a separate Country Portfolio Performance Review is no longer required).



STEP 4: COMPLETION AND LEARNING REVIEW

What did we learn?

The Completion and Learning Review is both a means to enhance the WBG's effectiveness and a tool for accountability.

- In partnership with the client and other stakeholders, the WBG will assess the CPF program performance, WBG performance and alignment of CPF with the WBG goals. This self-assessment is validated by Internal Evaluation Group.
- Lessons learned would be reflected in the follow-on strategy.
- Adds to the overall knowledge base so that successful approaches that can be used in other countries.
- Regular CPF retrospectives will be undertaken to strengthen the WBG's approach and consolidate lessons at regional, sectoral and thematic levels.





ADDITIONAL CHANGES FOR IDA COUNTRIES AND FOR FRAGILE AND CONFLICT-AFFECTED STATES



COUNTRY ENGAGEMENT NOTE

- The Country Engagement Note will replace the Interim Strategy Note (ISN) for fragile and conflict-affected situations and in certain other situations that prevent the WBG from developing a medium-term perspective.
- Short time period – 12-24 months.
- Because of the short time frame, there are no requirements for an SCD, a formal results matrix or learning reviews. Lessons learned are captured in the next CEN or CPF. Much shorter than CPFs (and than most current ISNs).
- Used only when WBG cannot commit to a program with medium-term impact.

ELIMINATING MANDATORY PRSP/JSAN PROCESS FOR IDA COUNTRIES

- Because of the SCD and poverty focus of the WBG, the World Bank will no longer require a Poverty Reduction Strategy Paper (PRSP) and Joint Staff Advisory Note (JSAN) as the basis of Bank engagement in IDA countries.
- Countries may opt to continue to prepare their national strategies in the form of PRSPs; and the Bank may continue to prepare JSANs with the IMF upon request of the authorities (e.g., where required for remaining Heavily Indebted Poor Countries (HIPC) cases or under IMF financing facilities).
- However, the Bank will no longer expect IDA countries to send a PRSP to the Bank ahead of the Country Strategy; and the preparation of JSANs will no longer be standard practice for IDA clients.

SUMMARY AND TIMELINE

- This new approach aims to help the World Bank Group
 - Collaborate more effectively at the country level to better serve clients
 - Focus on where we can bring the greatest impact, especially on boosting shared prosperity and eliminating poverty in a sustainable way.
 - Be more evidence based and collaborative in our approach, and
 - Prioritizing our efforts to work with our clients to deliver solutions that will have the greatest impact on their development goals.
- The new directive is planned to go into effect July 1, 2014, for CPFs with concept notes held after July 1.
- For more information, contact the country office or go to <http://consultations.worldbank.org>