Concept Note

IEG RESULTS AND PERFORMANCE OF THE WORLD BANK GROUP 2013

Background

1. *Results and Performance of the World Bank Group* (RAP) is the annual account of what recent IEG evaluations reveal about the effectiveness of the World Bank Group (IBRD/IDA, IFC, and MIGA) in addressing current and emerging development challenges. The report uses a standardized methodology to synthesize evidence from recent IEG evaluations complemented by relevant information from other sources. RAP 2013 will be the fourth in a series that began in 2010 with the consolidation of separate annual reports that IEG prepared for the World Bank (IBRD/IDA), IFC, and MIGA. As the methodology for the RAP is established, in lieu of an Approach Paper, this Concept Note outlines the context, rationale, and scope of the proposed report.

2. RAP 2013 will include a chapter that draws on existing evaluative evidence and data to look at a special theme. This year the theme is “managing risk,” which is critically important to achieving the Bank Group’s mission of poverty reduction and shared prosperity. Several strands of policy have converged toward that goal in recent years: the Bank Group has strengthened its apex risk reporting mechanisms with the restructured Integrated Risk Management Report (IRMR) and it has implemented an integrated risk management framework. In addition, the WDR 2014 focuses on risk management, and World Bank Group Working Groups are examining risk and results-related aspects of Bank Group operations in the context of the internal change process. IEG evaluations can contribute to these efforts since they have covered topics with important dimensions of the integrated risk management framework, including the IDA 14 controls review, the Bank’s matrix organization, safeguards and sustainability policies, trust funds, governance and anticorruption, procurement, and crisis response.

3. RAP 2013 will contribute to the ongoing change management process and inform the development of the new unified strategy for the Bank Group. It will help identify what works, and the reasons why, as the Bank moves toward operationalizing the two new corporate goals to end extreme poverty and promote shared prosperity in a sustained manner. Most importantly, RAP 2013 will help strengthen the Bank Group focus on results, accountability, and risks, which lies at the heart of the ongoing reforms.

Context and Challenges

4. Globally, considerable progress has been made in reducing poverty and achieving development goals. The Global Monitoring Report (2013) finds the target of reducing extreme poverty by half has been achieved five years ahead of the 2015 deadline, as has the
target of halving the proportion of people who lack dependable access to improved sources of drinking water, and primary school enrollment of girls now equals that of boys. However, projections also indicate that in 2015 more than 600 million people will still be using unimproved water sources, almost one billion will be living on an income of less than $1.25 per day, mothers will continue to die needlessly in childbirth, and children will suffer and die from preventable diseases. Progress also has been uneven within countries and regions, and severe inequalities exist among populations, especially between rural and urban areas.

5. The ongoing global economic uncertainty heightens risk and volatility and has implications for developing countries. Climate change continues to threaten long-term growth, but reaching agreement on global solutions has been difficult. These interlinked challenges will have significant impact on the course of development results, and thus on the direction of Bank Group operations. In this increasingly complex environment, partnerships and collaboration with development partners and stakeholders will be vital for the Bank Group to advance its mission and to work effectively across sectors, across institutions, and across countries and regions. Internally, the Bank Group is implementing reforms to help it better address emerging development challenges.

Rationale and Objectives

6. The external environment for developing countries indicates that the Bank Group faces two challenges: (i) the need to build on the progress of recent decades and help ensure that gains are shared with a broader segment of the population in developing countries; and (ii) the need to support clients in continuing to deliver development results in the face of growing uncertainty and volatility in the global economy.

7. Independent evaluations can provide insights into what has worked and how existing approaches can be modified to meet new contingencies. RAP 2013 will draw from and build on IEG’s project, country-level, corporate, and thematic work and on other relevant research in order to distill lessons and guidance that will help the Bank Group more effectively address these challenges.

8. The main objectives of RAP 2013 are to: (i) examine the results and performance of the Bank Group’s activities as captured in recent independent evaluations; and (ii) distill findings from evaluations to support efforts to enhance the Bank Group’s effectiveness.

Scope

9. RAP 2013 will assess, following the methodology and approach established for the RAP2012: Bank Group achievements and challenges in contributing to development results; factors influencing the effectiveness of the Bank Group in delivering results as well as the performance of operations; and progress in the Bank Group’s institutional initiatives to manage for results, including follow-up to IEG recommendations. In addition, RAP 2013
will examine selected aspects of risk management, especially findings on the nexus between risk and results, in the Bank Group.

10. The report will cover the activities of all three Bank Group entities—the World Bank (IBRD and IDA), IFC, and MIGA. It will cover lending and financial services; such as Bank development policy and investment project financing, IFC investment services (loans, equity, and guarantees), and MIGA political risk insurance; knowledge services, including Bank analytical and advisory activities, IFC Advisory Services, and World Bank policy dialogue; and support for global and regional programs. The report will recognize the differing organizational and business models of the three institutions and the value of identifying issues specific to the performance of individual institutions, but it will present the findings and lessons in an integrated manner.

11. The results and performance of the Bank Group arise through complex interactions between various levels of results—intervention, sector or theme, country—and are influenced by external conditions. Institutional effectiveness would either foster or hinder efforts to improve results at each level and to generate synergies between them (Figure 1). To draw lessons useful to enhancing Bank Group results and performance, the findings will be triangulated at these levels.

12. The report will follow the structure of RAP 2012 to facilitate comparability of FY13 analysis and findings with the prior year. It will organize IEG findings and project evaluation ratings into four broad intervention areas: expanding economic opportunities and strengthening institutions, building infrastructure for growth, enhancing human development, and ensuring environmentally and socially sustainable development. Similar to RAP 2012, the report will cluster and discuss the findings related to all Bank Group institutions under each intervention area. Doing so will offer an opportunity to identify the differences and opportunities for collaboration in Bank Group operations.

13. The chapter on risk management will emphasize that risk is a ubiquitous factor that cuts across a broad swath of the Bank Group’s strategic agenda. The main emphasis of the chapter will be on the management of operational risks and an examination of how a set of risk factors affect development results. The Bank Group’s apex risk management mechanisms, including the Integrated Risk Management Framework (IRMF, see Attachment D) will be used as the reference point and organizing framework for the discussion. IEG has a number of evaluations that have covered aspects of the four focal areas of the IRMF—strategic, operational, stakeholder, and financial risks. Some primary research will be done on selected topics, but there will be no attempt to cover all 42 risk factors in the IRMF. Within the context of the IRMF the focus will be driven by analytical content available from existing IEG reports on operational risk management issues facing the Bank Group, emphasizing financial viability, risks to Bank Group development effectiveness, and sustainability.
14. The bulk of the chapter will cover the four IRMF focal areas as follows:

- **Corporate and Strategic Risk:** Positioning the Bank Group as the leading knowledge-based development agency involves trade-offs and balance between lending and knowledge services, and between the country-based model and sector dimension within its management matrix. It also involves budgeting and performance measurement and issues related to corporate governance and organizational structure.

- **Stakeholder Risk:** The emergence of global risk factors (financial, food, energy, and climate crises) has led to changing roles of stakeholder groups and the growth of global and regional partnerships, raising the need to manage and possibly rebalance the relationships between the Bank Group and its main stakeholders.

- **Financial Risk:** Key financial risks identified by recent IEG studies include IBRD’s limited headroom, limited prospects for a General Capital Increase, and fiscal pressures facing donors in the run-up to IDA17. The magnitude of recent lending, the decline in global interest rates, the use of traditional instruments and their low rates has left the Bank with limited headroom to accommodate further crisis response in middle-income countries should it be needed, though this constraint is
less onerous when viewed across the Bank Group as a whole (to include IFC and MIGA, as well as IDA and Trust Funds).

- **Operational Risk:** This focal point will comprise the bulk of the chapter’s content. The chapter will examine risk issues in all phases of the project cycle, and will contain some detailed analysis of some existing risk management tools. It will include linking risk at entry with risk management during implementation and the final outcomes. Despite the attention to fiduciary risks in recent years, the Bank is still evolving a framework that not only manages risks but also encourages innovation. The Bank’s approach to assessing the risks of country public financial management and procurement systems has improved considerably over the years. More recently, under the Governance and Anticorruption (GAC) Strategy, the Bank scaled up the Integrity Vice Presidency’s work on investigations, sanctions and debarments, and preventive services. Other units also contributed to GAC-in-projects tools. But these focused mainly on transaction-level risks in investment projects rather than on country systems risks, such as those used in policy-based lending.

15. Among the IEG studies that have covered issues identified as risks in the IRMF are those on safeguards and sustainability policies, procurement, matrix organization, trust funds, governance and anticorruption, and crisis response. While the controls and process-based risk management framework is comprehensive, the relationship between risks and development outcomes (that is, the Bank Group’s mission) is less well (if at all) analyzed. The intention is to use both existing evaluative studies as well some new primary research to elucidate the links between the quality of risk management (that is, risk assessment and mitigation at both design stage and during implementation) with the recorded outcomes of a project sample, differentiating between fragile states, other IDA countries, and IBRD borrowers. Existing IEG studies can also be used to present evidence of risk failure (for example, in procurement, fraud and corruption, and financial management) to corroborate—or challenge—IEG standard indicators of operational outcomes. Analyzing and learning from this experience would support informed decision making about risk taking and risk-reward trade-offs. Depending on the results that emerge from this analysis, IEG may devise new paradigms of risk-result evaluation and reporting.

16. One of the salient findings of RAP 2012 for the World Bank, was the declining outcome ratings for investment project financing in recent years (particularly in infrastructure projects), which was said to place a premium on improved attention to quality-at-entry and quality of supervision or implementation support. The risk chapter in RAP 2013 will look at whether risk management is a significant factor in quality-at-entry, specifically examining the risk management features of the operational risk assessment framework (ORAF) and its backward links to the procurement risk assessment and management system (PRAMS) and implementation status and results reporting (ISRR). This is another area where some new primary research will be undertaken to inform the chapter.
17. At the level of individual operations, the Bank, IFC, and MIGA incorporate aspects of risk management during project preparation and implementation. IEG rates the adequacy and quality of both in its ex-post project evaluations. Additionally, project evaluations assess the sustainability (and risks to project performance) of financial, economic, environmental and social effects, and private sector impacts of IFC investments and MIGA guarantees. IFC adopted a risk framework for its advisory services in June 2011.

18. The Bank Group has highlighted the key challenge of linking risk to return, or development impact. For IFC investment operations, IEG has begun to develop a methodology to analyze the impact of risks on development results. An initial model of the Risk Adjusted Expected Development Outcome was designed and applied to a sample of projects. Econometric testing focused on two groups of drivers of development outcomes: those external to the institution (country risk, sponsor quality and product market risk) and internal factors (quality of work in project appraisal and structuring, project supervision, and IFC’s unique contribution). Distinguishing the two and in general assessing the sensitivity of each factor can contribute to better measuring and understanding the development performance of private sector investments. For RAP 2013, IEG will build on this approach for IFC investments and test its applicability to MIGA and World Bank operations, complemented by insights from risk dimensions of the IRMF covered by IEG evaluations. For IFC Advisory Services, the RAP will use a sample of more recent projects to review the early implementation of the new risk framework over the project cycle. The RAP will also examine country and project risk indicators specific to MIGA political risk insurance and their possible influence on project outcomes. There may well be lessons to be learned across all three Bank Group agencies about the links between risk management quality and eventual development outcomes.

Key Questions for RAP 2013

19. The key evaluation questions for RAP 2013 are consistent with those of previous reports in the series and seek to add dimension and insight. They also include a specific question relating to the issue of risk. The questions are:

- How effective have the Bank Group’s contributions been in supporting the achievement of development results?
- How effective has the Bank Group been in managing factors within its control (institutional effectiveness)?

1 Applicability of the RAEDO approach to MIGA operations will likely be constrained by the modest number of observations from ex-post evaluations.

2 Specific approaches pertaining to key and lower order evaluation questions are set out in Attachment E.
How effective have the Bank Group institutions been in identifying, controlling for, and managing risk for development outcomes?

**Approach and Methodology**

20. The methodology will be the same as the one used for RAP 2012: a mixed methods approach built on recently completed IEG evaluations and validations of self-evaluations of Bank Group projects, programs, and activities. The report will go beyond ratings for individual operations and programs to identify generalizable findings and lessons that can inform future operations, and will analyze and synthesize learning that may contribute to ongoing institutional effectiveness leading to improvement in delivery. The team will also seek inputs from ongoing Bank Group working groups on risks and results, and, in investigating factors behind risks, work quality, and portfolio performance, will seek feedback from Bank Group staff.

21. Analysis of initiatives to improve the effectiveness and the results focus of the Bank Group will be based primarily on a review of relevant documents and interviews with key staff. Additional information will be collected through the ongoing reform and update of the Management Action Record. Information and data generated directly from IEG evaluations or validations will be complemented by additional information collected from literature and databases, as well as background papers on specific topics.

**Work Plan and Timeline**

22. The report will be prepared by an IEG-wide team including Ismail Arslan (Task Team Leader, IEGCC), Dinara Akhmetova, Geeta Batra, Juan Jose Fernandez-Ansola, Ann E. Flanagan, Hiroyuki Hatashima, Ian Hume, Kathryn Steingraber, Anthony Tyrrell, Stephan Wegner, Clay Wescott, and Cameron Wilson. Aimee Niane will provide administrative support. The team will be supported by short-term consultants and by IEG staff responsible for maintaining the Management Action Record. The report will be prepared under the direction and guidance of Nick York (Director, IEGCC).

23. The peer reviewers for the report will be identified. The team also will explore the possibility of selecting an external advisory panel to provide views on the draft report. Consultations with relevant Bank Group management and staff, especially with working groups in the context of the Bank Group change process, will be conducted following the usual practice of IEG’s large-scale evaluations.

24. The report will be finalized and presented to the Board early in the third quarter of fiscal 2014.
Attachment A: Classification of IEG Findings by Bank Group Operational Areas

In analyzing the evaluative information pertaining to sectoral and thematic results, RAP 2013 will organize IEG findings under several broad areas of Bank Group operations. The areas to be used were developed from the four core development goals introduced in RAP 2011 and further developed in RAP 2012. The goals were derived by identifying the underlying development goals and priorities that the Bank Group has sought to address through its strategies and operations. RAP 2011 used them as a framework to classify, review, and communicate the effectiveness of operations over time. RAP 2013 will follow the 2012 approach and will use multiple levels of classification in its analyses. Table A1 sets out the organizing device for RAP 2013. The project codes to be included in each operational area are also shown.

Table A1. Classification of IEG Findings by Bank Group Operational Category

<table>
<thead>
<tr>
<th>Bank Group operational areas</th>
<th>World Bank project coding</th>
<th>IFC industry clusters and Advisory Services business line</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expanding economic opportunities</td>
<td>Economic Policy, Poverty Reduction, Finance and Private Sector Development, Public Sector Governance, Legal Department (Law and Justice), Agriculture and Rural Development</td>
<td>Manufacturing, Agribusiness, and Services Cluster (without healthcare and education services), Financial Markets Cluster, Access to Finance Advisory Services, Sustainable Business Advisory Services (Corporate Governance; Linkages; SME Management Solutions), Investment Climate Advisory Services</td>
</tr>
<tr>
<td>Building infrastructure for growth</td>
<td>Transport, Global Information and Communication Technology, Energy and Mining, Water, Urban Development</td>
<td>Infrastructure and Natural Resources Cluster, Public-Private Partnerships Advisory Services</td>
</tr>
<tr>
<td>Enhancing human development</td>
<td>Education, Health, Nutrition, and Population, Social Protection</td>
<td>Health Care and Education Services investment projects</td>
</tr>
<tr>
<td>Ensuring environmentally and socially sustainable development</td>
<td>Social Development, Environment, Gender Development</td>
<td>Sustainable Business Advisory Business Line (Eco-standards &amp; Sustainable Supply Chain; and Sustainable Energy Market Development)</td>
</tr>
</tbody>
</table>

Note: The classification presented in this table is introduced as a way to organize IEG findings into areas of Bank Group operations. SME = small- and medium-sized enterprise.

a. Sector board coding was used for World Bank–supported projects. IFC industry cluster classifications and Advisory Service business lines were used for IFC-supported activities. MIGA projects were classified according to their respective institutional sector designations.
Attachment B: Principal Sources to be Used for RAP 2013

**Project evaluations or validations** such as Implementation Completion Report Reviews (ICR-Rs) and Project Performance Assessment Reports (PPARs) for World Bank-financed projects; Expanded Project Supervision Reports (XPSRs) and IEG cluster notes for mature IFC investments; Project Completion Reports (PCRs) for IFC Advisory Services; and MIGA Project Evaluation Reports (PERs). Specifically, RAP 2013 will be based primarily on ICR-Rs for projects exiting the portfolio in FY09-13, PPARs prepared in FY09-13; XPSRs for IFC investments reaching early operational maturity in CY2007-2012; PCRs for IFC advisory services operations closed in FY08-12; and MIGA PERs for guarantees reaching early maturity during FY08-13.

**Country evaluations**, including both CAS Completion Report Reviews (prepared for 45 countries during FY09-13) and more detailed Country Program Evaluations (7 prepared during FY08-13).

**Sector and thematic studies** produced by IEG since FY08, including some reports that are expected to be completed by Fall 2013 (see Attachment C).

**Management Action Records** to capture the progress and gaps identified in degree of adoption of past IEG recommendations and to assess ongoing efforts.

**Databases**, including IEG’s ICR Review databases and the World Bank’s Business Warehouse.

**Documents and records** on relevant corporate strategies, initiatives, programs, and evaluations, including the World Bank’s Scorecard, Implementation Status Results reports of World Bank financed operations, IFC’s Development Goals and institutional reforms, and MIGA’s self-evaluation and monitoring initiatives. Other, external research will be drawn on as relevant / appropriate.

**Interviews** of key staff will be conducted as needed to supplement the analysis of the above sources and to collect updated information on the progress and status of Bank Group activities.

**Risk management documents** such as updates on the Operational Risk Assessment Framework (ORAF) for the Bank projects and analysis of the risk adjusted development outcome model for IFC investment projects.
Attachment C: Main IEG Evaluations Recently Completed or Expected to be Completed in FY08-13

A. By Areas of Bank Group Operations

<table>
<thead>
<tr>
<th>Areas</th>
<th>Sectoral/Thematic Evaluations (**)</th>
</tr>
</thead>
</table>
| Expanding Economic Opportunities and Strengthening Institutions | Food Crisis Response (FY13)  
Crisis Response II (FY12)*  
Crisis Response I (FY10)*  
Earnings Growth and Employment Creation (FY09)*  
IFC Poverty Focus and Results (FY11)  
Poverty and Social Impact Analysis (FY08) (also in Social Development)  
Doing Business (FY08)  
Bank Group Guarantees (FY08)  
SME Finance (IFC) (FY08)  
GAC (FY12)*  
Public Sector Reform (FY08)  
Decentralization in client countries (FY08)  
Growth and Productivity in Agriculture (FY10)  
Trade Finance (FY13) |
| Building infrastructure for growth         | ICT (FY11)  
China Utility-based Energy Efficiency Finance (CHUEE) Program (FY10)*  
Water (FY10)  
Municipal Development (FY09)  
Transport (FY13) |
| Enhancing Human Development                | Education Portfolio Note (FY11)  
Nutrition Impact Evaluation Synthesis (FY10)  
Health, Nutrition and Population (FY09)  
Social Safety Nets (FY11)* |
| Environmentally and Socially Sustainable Development | Poverty and Social Impact Analysis (FY08) (also in Expanding Economic Opportunities)  
Environmental Sustainability (FY08)*  
Gender (FY10)  
Safeguards and Sustainability Policies (FY10)  
Forestry Resources for Development (FY13) |

(*) These are evaluations on cross-cutting themes that apply to multiple areas.  
(**) The report will draw on findings in other relevant evaluations and the MAR process as well as information from non-IEG sources as appropriate.

B. By Cross-Cutting Themes

<table>
<thead>
<tr>
<th>Possible Themes</th>
<th>Sectoral/Thematic Evaluations (*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Poverty and Gender (FY14)</td>
</tr>
<tr>
<td>Procurement</td>
<td>Procurement (FY13)</td>
</tr>
<tr>
<td>Governance and anti-corruption</td>
<td>GAC (FY12)</td>
</tr>
</tbody>
</table>
| Managing risks and enhancing resilience to unanticipated events | Food Crisis Response (FY13)  
Matrix Management (FY12)  
Crisis Response II (FY12)  
Crisis Response I (FY10)  
Earnings Growth and Employment Creation (FY09)  
Climate Change I-II  
CHUEE (FY10)  
Social Safety Nets (FY11)  
Environmental Sustainability (FY08) |
C. Country/Regional Evaluations

<table>
<thead>
<tr>
<th>Region</th>
<th>Evaluations(*)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Africa</td>
<td>Africa Action Plan (FY11); Nigeria (CAE and CIR) (FY08), Uganda (FY09), Mozambique (FY10), Liberia (FY12)</td>
</tr>
<tr>
<td>East Asia and Pacific</td>
<td>Timor Leste (FY11)</td>
</tr>
<tr>
<td>Europe and Central Asia</td>
<td>Georgia (FY09)</td>
</tr>
<tr>
<td>Latin America and Caribbean</td>
<td>Peru (FY10), Brazil (FY13)</td>
</tr>
<tr>
<td>Middle East and North Africa</td>
<td>West Bank and Gaza (FY11); Egypt (FY08), Tunisia (FY14)</td>
</tr>
<tr>
<td>South Asia</td>
<td>Bangladesh (FY09), Nepal (FY10), Afghanistan (FY12)</td>
</tr>
</tbody>
</table>

(*) The report will draw on findings in other relevant evaluations and the MAR process as well as information from non-IEG sources as appropriate.

D. Corporate Evaluations/Global and Regional Partnership Program Reviews (*)

<table>
<thead>
<tr>
<th>Year</th>
<th>Evaluations</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY08</td>
<td>Economic and Sector Work (ESW) and Technical Assistance</td>
</tr>
<tr>
<td>FY09</td>
<td>Country Policy and Institutional Assessment (CPIA); Independent Evaluation of MIGA’s Development Effectiveness—2009</td>
</tr>
<tr>
<td>FY10</td>
<td>Poverty Reduction Support Credit (PRSC); Cost-Benefit analysis; MIGA Institutional Effectiveness; Safeguards and Sustainability Policies; IDA Controls</td>
</tr>
<tr>
<td>FY11</td>
<td>World Bank Progress in Harmonization and Alignment in Low-Income Countries; Trust Fund Support for Development; (GRPPs) Marrakech Action Plan for Statistics, PARIS 21, Trust Fund for Statistical Capacity; The Mesoamerican Biological Corridor; Multi-Donor Trust Fund for the Extractive Industries Transparency Initiative</td>
</tr>
<tr>
<td>FY12</td>
<td>The Matrix System at Work ; World Bank Group Impact Evaluations: Relevance and Effectiveness (GRPP) The Global Fund to Fight AIDS, Tuberculosis and Malaria; The World Bank’s Involvement in Global and Regional Partnership Programs</td>
</tr>
<tr>
<td>FY13</td>
<td>Private Sector Evaluation Systems (BROE) (FY13) WB Procurement Systems (FY13)</td>
</tr>
</tbody>
</table>

(*) GRPP Reviews published/expected in 2011-2012
## Attachment D: Bank Group Risk Taxonomies

<table>
<thead>
<tr>
<th>Level 1 (Focal Area)</th>
<th>Level 2 (Cluster)</th>
<th>Level 3 (Risk Dimension)</th>
<th>WB</th>
<th>IFC</th>
<th>MIGA</th>
</tr>
</thead>
</table>
| Strategic           | Strategy and Planning | - Strategic Framework  
- Planning, Budgeting, and Perform Measurement | - Strategic Framework  
- Planning, Budgeting, and Perform Measurement | - Strategic Framework  
- Planning, Budgeting, and Perform Measurement | - Strategic Framework  
- Planning, Budgeting, and Perform Measurement |
| Corporate Governance & Organizational Structure | - Organizational Structure  
- Leadership  
- Roles and Responsibilities  
- Multiplicity of Bank Roles  
- Corporate Culture | - Organizational Structure  
- Leadership  
- Roles and Responsibilities  
- Multiplicity of IFC Roles  
- Corporate Culture | - Organizational Structure  
- Leadership  
- Roles and Responsibilities  
- Multiplicity of Bank Roles  
- Corporate Culture | - Organizational Structure  
- Leadership  
- Roles and Responsibilities  
- Multiplicity of MIGA Roles  
- Corporate Culture |
| Operational         | Development Assistance Activities (WB) | - Operational Policy Framework  
- Design and Preparation of Bank Activities  
- Implementation/Supervision of Bank Activities  
- FM, Procurement, and Disbursement in Projects  
- Fraud & Corruption under Bank-Financed Projects | - Operational Policy Framework  
- Design & Preparation of IFC Activities  
- Implementation/Supervision of IFC Activities  
- Disbursement of Funds in IFC Projects  
- Fraud & Corruption under IFC Engagements  
- Integrity Due Diligence Issues under IFC Engagements  
- Corporate Governance Issues under IFC Engagements  
- Environmental and Social Issues under IFC Engagements  
- Management of External Funds  
- Monitoring and Evaluation | - Operational Policy Framework  
- Design and Preparation of MIGA Activities  
- Monitoring and Evaluation of MIGA Activities  
- Underwriting of MIGA Guarantee Projects  
- Fraud & Corruption under MIGA Guarantee Projects  
- Environmental and Social Safeguards  
- Use of External Funds  
- Integrity Due Diligence Issues Under MIGA Guarantee Projects | - Operational Policy Framework  
- Design and Preparation of MIGA Activities  
- Monitoring and Evaluation of MIGA Activities  
- Underwriting of MIGA Guarantee Projects  
- Fraud & Corruption under MIGA Guarantee Projects  
- Environmental and Social Safeguards  
- Use of External Funds  
- Integrity Due Diligence Issues Under MIGA Guarantee Projects |
|                     | Private Sector Development Activities (IFC) | - Environmental and Social Safeguards  
- Management of External Funds  
- Monitoring and Evaluation | - Environmental and Social Safeguards  
- Management of External Funds  
- Monitoring and Evaluation | - Environmental and Social Safeguards  
- Management of External Funds  
- Monitoring and Evaluation | - Environmental and Social Safeguards  
- Management of External Funds  
- Monitoring and Evaluation |
|                     | Guarantee Activities (MIGA) | - Corporate Governance Issues under MIGA Guarantee Projects  
- Environmental and Social Issues under MIGA Guarantee Projects | - Corporate Governance Issues under IFC Engagements  
- Environmental and Social Issues under IFC Engagements  
- Management of External Funds  
- Monitoring and Evaluation | - Corporate Governance Issues under IFC Engagements  
- Environmental and Social Issues under IFC Engagements  
- Management of External Funds  
- Monitoring and Evaluation | - Corporate Governance Issues under IFC Engagements  
- Environmental and Social Issues under IFC Engagements  
- Management of External Funds  
- Monitoring and Evaluation |
|                     | Human Resources | - Development and Appraisal  
- Staff Misconduct | - Development and Appraisal  
- Staff Misconduct | - Development and Appraisal  
- Staff Misconduct | - Development and Appraisal  
- Staff Misconduct |
|                     | Information Technology | - Infrastructure and Equipment Support  
- Software and Application Management  
- Data Management | - Infrastructure and Equipment Support  
- Software and Application Management  
- Data Management | - Infrastructure and Equipment Support  
- Software and Application Management  
- Data Management | - Infrastructure and Equipment Support  
- Software and Application Management  
- Data Management |
|                     | Security and Business Disruption | - Information and System Security  
- Workplace Function, Safety and Security  
- Business Continuity | - Information and System Security  
- Workplace Function, Safety and Security  
- Business Continuity | - Information and System Security  
- Workplace Function, Safety and Security  
- Business Continuity | - Information and System Security  
- Workplace Function, Safety and Security  
- Business Continuity |
|                     | Corporate Support Activities | - Corporate Procurement  
- Transaction Processing  
- External Financial Reporting & Compliance  
- Model Management  
- Legal Liability | - Corporate Procurement  
- Transaction Processing  
- External Financial Reporting & Compliance  
- Model Management  
- Legal Liability | - Corporate Procurement  
- Transaction Processing  
- External Financial Reporting & Compliance  
- Model Management  
- Legal Liability | - Corporate Procurement  
- Transaction Processing  
- External Financial Reporting & Compliance  
- Model Management  
- Legal Liability |
| Stakeholders        | Member Government and Client Relations (IFC, MIGA) | - Shareholder/Board Relations  
- Donor Relations  
- Borrower Relations | - Shareholder/Board Relations  
- Donor Relations  
- Client Relations | - Shareholder/Board Relations  
- Donor Relations  
- Client Relations | - Shareholder/Board Relations  
- Donor Relations  
- Client Relations |
|                     | Other Stakeholder Relations | - Partnership & Business Relationships  
- Other External Relationships | - Partnership & Business Relationships  
- Other External Relationships  
- Perceptions of Stakeholders and/or Public at Large | - Partnership & Business Relationships  
- Other External Relationships  
- Perceptions of Stakeholders and/or Public at Large | - Partnership & Business Relationships  
- Other External Relationships  
- Perceptions of Stakeholders and/or Public at Large |
| Financial           | Credit | - Country Credit  
- Commercial & Other Credit | - Commercial Counterparty & Other Credit | - Commercial, Counterparty and Other Credit | - Commercial, Counterparty and Other Credit |
|                     | Market | - Interest Rate  
- Exchange Rate  
- Equity | - Interest Rate  
- Exchange Rate  
- Equity | - Interest Rate  
- Exchange Rate  
- Equity | - Interest Rate  
- Exchange Rate  
- Equity |
|                     | Financial Soundness | - Liquidity  
- Capital Adequacy & Structure | - Liquidity  
- Capital Adequacy & Structure | - Liquidity  
- Capital Adequacy & Structure | - Liquidity  
- Capital Adequacy & Structure |
References

A. Sectoral/Thematic Evaluations:


B. By Cross-Cutting Themes:


C. Country/Regional Evaluations


D. Corporate Evaluations/Global Regional Partnership Program Reviews


June 21, 2013


