

CHANGE PROCESS AT THE WBG

ICREIR 6TH ANNUAL INTERNATIONAL G20 CONFERENCE

REFORMING THE INTERNATIONAL INSTITUTIONS: POTENTIAL
CONFLICTS AND WAY FORWARD



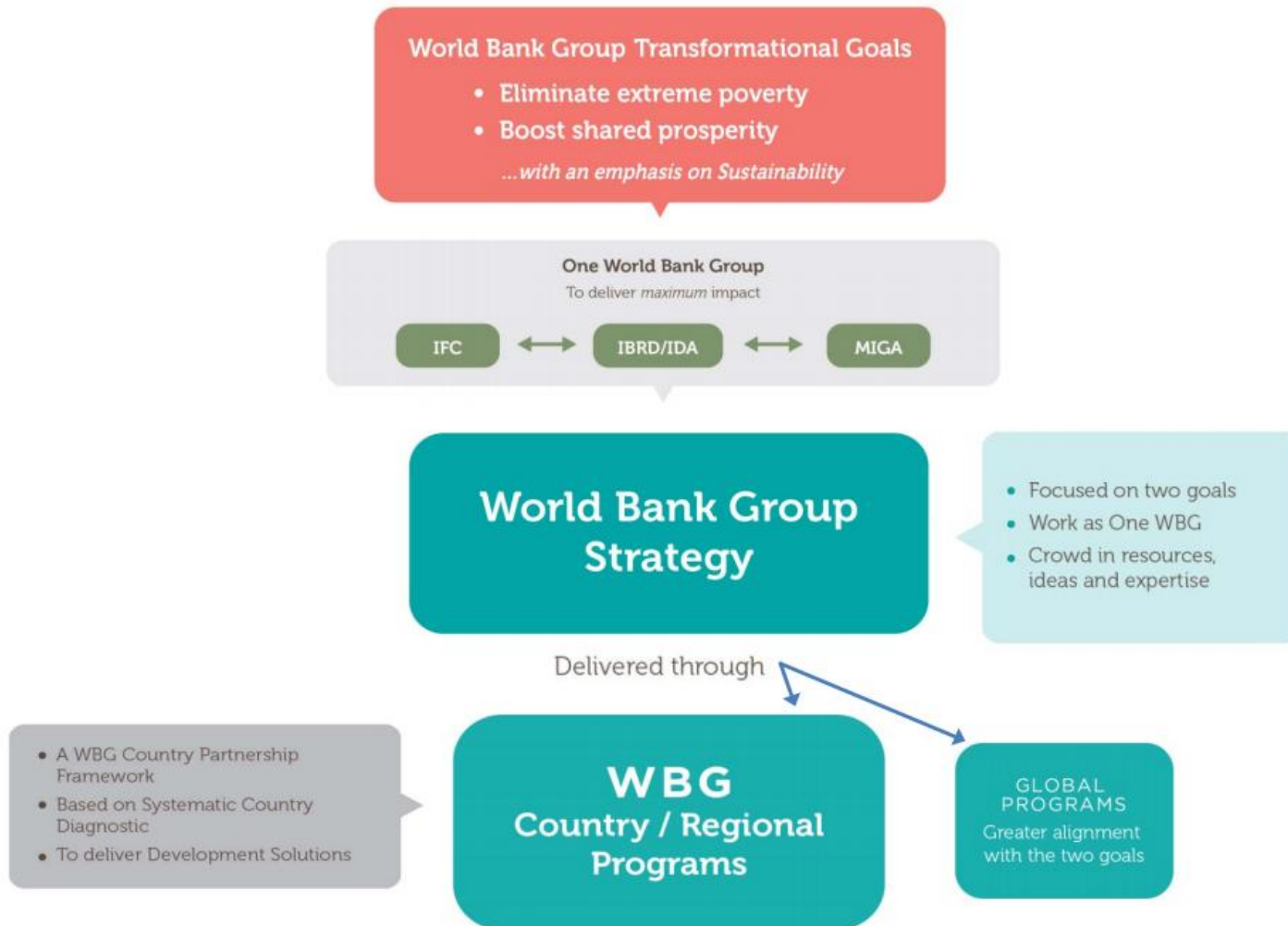
WORLD BANK GROUP

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New Delhi

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NEW VISION FOR THE WBG



NEW DELIVERY MODEL



RVPUs and **CMUs** ensure clients receive integrated and customized development solutions

The **Global Practice VPU** and **Global Practices (14)** manage global technical expertise to deliver solutions to clients

Cross-cutting Solution Areas (5) set the strategic direction, develop targets, advise on design and delivery, monitor results and build global leadership in selected WBG cross-cutting priority development areas

The **GPSOS** and other **Enabling Services** deliver critical support services to all practices and CCSAs

NEW DELIVERY MODEL: GLOBAL PRACTICES

Criteria for Identifying Global Practices

- ✓ Allows WBG to tackle clients' complex development problems which require multi-sector, multi-stakeholder solutions
- ✓ Meets current and future client demand
- ✓ Builds on the World Bank Group's comparative advantages
- ✓ Enables greater synergies

14 Global Practices

- Agriculture
- Education
- Energy & Extractives
- Environment & Natural Resources
- Finance & Markets
- Governance
- Health, Nutrition & Population
- Macroeconomics & Fiscal Management
- Poverty
- Social Protection & Labor
- Trade & Competitiveness
- Transport & ICT
- Urban, Rural & Social Development
- Water

NEW DELIVERY MODEL: GLOBAL PRACTICES



What will Global Practices do?

Define Strategic Direction

- Define strategic priorities to deliver solutions and achieve results based on (1) country and regional demands and interactions and (2) global priorities
- Define/implement integrated resource strategies
- Engage in selected, high priority partnerships
- Establish robust monitoring and reporting systems

Develop & Deploy Expertise Globally

- Lead the development and delivery of solutions to clients by deploying the right technical staff where and when needed
- Invest in developing technical talent

Deliver Integrated Solutions

- Deliver operations, while Regions ensure fit for purpose
- Develop public-private integrated solutions that draw on GPs, CCSAs, MIGA and IFC
- Hold the "Concurrence" role in all project/AAA approval steps, ensuring that all technical quality, safeguard and fiduciary requirements (if applicable) are met

Capture & Leverage Knowledge Effectively















- Ensure knowledge is used effectively to deliver solutions to clients
- Assign staff roles and accountabilities in creating, capturing, sharing and using knowledge
- Reward knowledge sharing and learning, in performance management and career development
- Develop knowledge base around key development challenges and solutions sets

Leadership and structure:

- Each Global practice led by a Senior Director
- Practice Director(s) and Practice Managers responsible for delivery of regional and thematic programs
- High level of integration across the WBG (joint practices and formal collaboration mechanisms)
- 40 percent of the GP staff located in field offices outside Washington



NEW DELIVERY MODEL: CROSS-CUTTING SOLUTIONS AREAS

CCSAs	WBG Strategy / IDA Objectives	Post-2015 High Level Panel Report
Climate Change	<p>WBG: Connectivity, Growth, Sustainability, Climate Change, Gender</p> <p>IDA 17: 1) Fully integrate climate change and disaster risk management into Country Partnership Frameworks and lending and support development of planning and investment capacity; 2) Support efforts to achieve the Sustainable Energy for All objectives; 3) Strengthen monitoring and reporting of IDA resources used for climate change mitigation and adaptation.</p>	<ul style="list-style-type: none">  Manage natural resource assists sustainability  Secure sustainable energy  Ensure food security and good nutrition  Achieve universal access to water and sanitation
Fragility, Conflict, & Violence	<p>WBG: Connectivity, Inclusion, Fragility & Violence, Growth</p> <p>IDA 17: 1) Address drivers of fragility and conflict and respond to opportunities to support turn-around countries and build resilience in FCSs; 2) Enhance feedback from implementation experience and ensure more agile operational policies and practices; and 3) Enhance FCSs financing by revising the allocation framework to enhance targeting of IDA's exceptional support and financial engagement in FCSs.</p>	<ul style="list-style-type: none">  Ensure stable and peaceful societies  Ensure healthy lives  End poverty
Gender	<p>WBG: Connectivity, Fragility & Violence, Gender, Inclusion</p> <p>IDA 17: Deepen integration of gender equality considerations in country strategies and operations, including by focusing on follow-up actions and monitoring and evaluation as well as implementation of regional strategies incorporating specific commitments, milestones and accountabilities. Strengthen feedback loops and reporting to enhance results and impact on gender equality</p>	<ul style="list-style-type: none">  Empower girls and women and achieve gender equality  Ensure healthy lives
Jobs	<p>WBG: Connectivity, Fragility & Violence, Inclusion, Growth</p> <p>IDA 17: Address country-specific impediments to productive jobs;</p>	<ul style="list-style-type: none">  Create jobs, sustainable livelihoods and equitable growth  Provide quality education and lifelong learning  End poverty
Public Private Partnerships	<p>WBG: Growth, Inclusion, Connectivity, Sustainability, Partnership</p> <p>IDA 17: Foster private sector led growth and job creation by expanding synergies within the WBG and the range of instruments to increase IDA countries' access to market funding</p>	<ul style="list-style-type: none">  Create a global enabling environment and catalyze long-term finance  Ensure good governance and effective institutions

NEW DELIVERY MODEL: CROSS-CUTTING SOLUTIONS AREAS



What will CCSAs do?

Set WBG Strategic Direction for the CCSA

- Set WBG strategy, corporate goals and targets and monitor and report them for the WBG
- Harmonize efforts across the WBG through operational planning
- Assist with country and sector strategy development
- Develop the results measurement approach and create buy-in for goals/initiatives

Provide Specialized Advice Knowledge on Design and Delivery

- Provide advanced technical and backstop support to Global Practices on project design and implementation
- Assist with coordinating delivery of solutions while drawing on the full suite of WBG solutions
- Provide specialized advice on "new frontiers" which do not fit into existing GP mandates in order to develop capacity
- Develop and maintain a solutions set / framework and data repository which reflects the WBG's experience and position
- Assemble and share lessons learned from across the WBG and from external sources

Build Global Leadership

- Represent the WBG with a collective voice and establish global leadership
- Establish and maintain global partnerships
- Promote the WBG's expertise and solutions through the development of relevant knowledge products and external communications

Leadership and structure:

- Each CCSA (with the exception of climate change) led by a Senior Director
- Climate change CCSA led by a Vice President and Special Envoy
- CCSA core team collaborates closely with CCSA leads and experts across the relevant Global Practices and broader WBG

NEW DELIVERY MODEL: REGIONS AND COUNTRY UNITS



What will CMUs do differently?

Drive cross-Practice solutions

- Conceive, in collaboration with GPs/CCSAs, cross-practice responses to development challenges, with a focus on more multisectoral integration where appropriate
- Take on a proactive coordination function with GPs/CCSAs to bridge deep local knowledge with global knowledge and expertise

Foster selectivity and fit for purpose development solutions

- Ensure programs account for country context and political economy, and make timely adjustments to best address client challenges
- Ensure development solutions align with regional and corporate strategy
- Implement new approach to country engagement (CPF, SCD, Implementation Plans, Performance and Learning Review (PLR))
- Ensure more focused programs using SCD as the basis

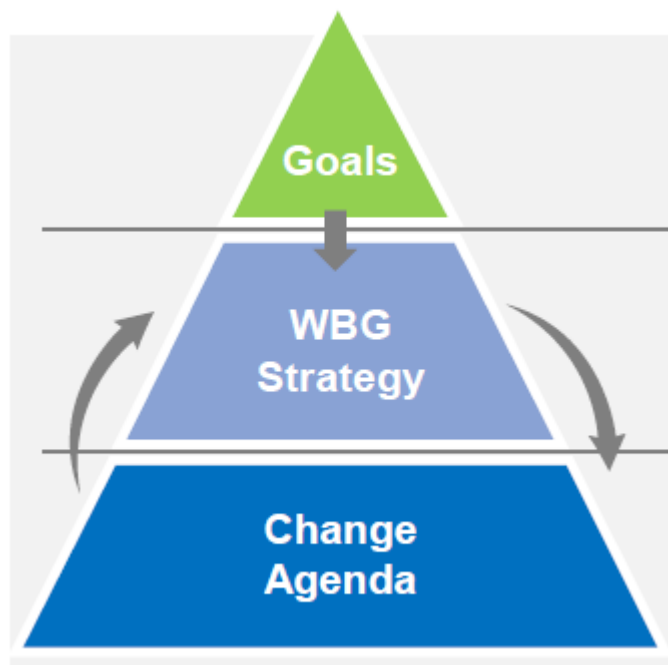
Enhance IFC/WB coordination at the country level

- Ensure IFC/MIGA are effectively integrated into solutions
- Work with IFC/MIGA/GPs to ensure a coordinated face to the client
- Provide advanced notice/debrief to IFC CD/CM for engagements with private sector and vice versa for IFC engagements with sovereign clients

Leadership and structure:

- Each of the six regions headed by a **Regional Vice President** supported by **Regional Chief Economist and Senior Advisor(s)**
- **Regional front offices and Country Management Units (CMUs)**, led by **Country Directors**, responsible for defining WBG engagement with clients
- **Delivery of analytical and lending work to clients via the Regions/CMUs by the Global Practices/CCSAs to be coordinated via Program Leaders**

CHANGE PROCESS IN SUPPORT OF THE TWIN GOALS



Eliminate extreme poverty by 2030

Boost shared prosperity (income growth of the bottom 40 percent)

... with an emphasis on sustainability

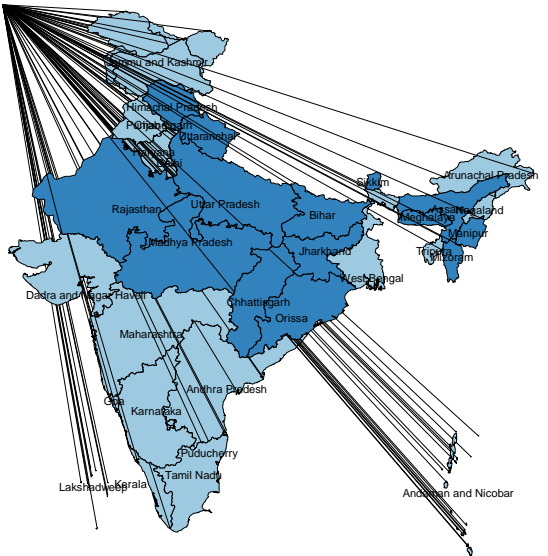
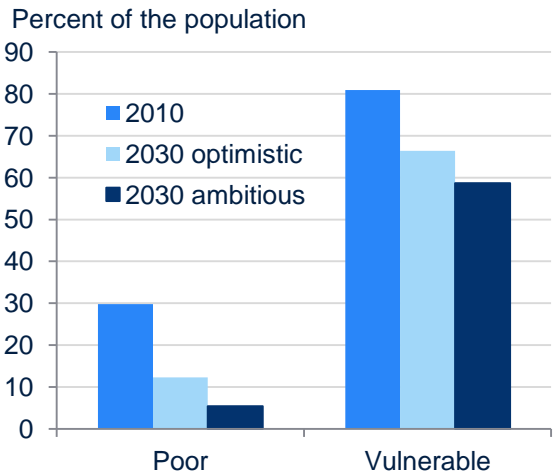
Focus client engagement on the most important challenges to reaching the goals

Become a Solutions WBG by sharing global expertise and resources

- Systematic Country Diagnostics -> Country Partnership Frameworks

- Global Practices and Cross Cutting Solutions Areas

INDIA COUNTRY PARTNERSHIP STRATEGY AND THE TWIN GOALS



- **CPS vision:** Achieve major reductions in poverty and vulnerability by maintaining recent growth performance and sustaining or improving upon the effectiveness of growth in reducing poverty (based on a range of recent experiences in Indian states)
- **Client demand:**
 - Systemic or transformational impact projects
 - Innovation and piloting of new approaches
 - Innovative financing instruments and leveraging of resources
- **CPS areas of engagement:** Market integration, spatial transformation, inclusion
- **CPS focus:** Rebalancing of the WBG India portfolio towards low-income and special category states, where the majority of today's poor live and where growth and poverty reduction have (on average) lagged behind