

MOPAN Mid-term Review

WORLD BANK (IDA/IBRD)

October 2026

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About MOPAN

The Multilateral Performance Network (MOPAN) comprises 20 members* that promote an effective multilateral system, trusted to deliver solutions to evolving global goals and local challenges.

MOPAN is a network of members who assess multilateral organisations, shape performance standards, and champion learning and insights to strengthen development and humanitarian results and promote accountability. Capitalising on the Network's unique cross-multilateral system perspective and expertise, MOPAN members work together to deliver relevant, impartial, high-quality and timely performance information as a public good through an inclusive and transparent approach.

MOPAN's performance information mitigates risks, informs decision-making and supports change, helping to increase knowledge and trust amongst all stakeholders, and ultimately to achieve a stronger and better performing multilateral system.

MOPAN members (as at October 2026)



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Preface

Introducing MOPAN

The Multilateral Performance Network (MOPAN) comprises 20 member countries that share a common interest in assessing the performance of the major multilateral organisations they fund in light of their mandate, operating model and the contexts in which they work. A MOPAN assessment report seeks to provide a snapshot diagnostic of an organisation's performance, within its mandate. MOPAN's Mid-term Reviews (MTRs) follow-up on the progress organisations have achieved in addressing areas for attention raised in previous MOPAN assessments. MOPAN's mission and vision are described in Box 1., below.

Box 1. MOPAN's Mission and Vision

MOPAN is a network of members who assess multilateral organisations, shape performance standards, and champion learning and insights to strengthen development and humanitarian results and promote accountability.

Capitalising on the Network's unique cross-multilateral system perspective and expertise, MOPAN members work together to deliver relevant, impartial, high-quality and timely performance information as a public good through an inclusive and transparent approach.

MOPAN's performance information mitigates risks, informs decision-making and supports change, helping to increase knowledge and trust amongst all stakeholders, and ultimately to achieve a stronger and better performing multilateral system.

MOPAN's shared vision is to promote an effective multilateral system, trusted to deliver solutions to evolving global goals and local challenges.

MOPAN Mid-Term Reviews

MOPAN's assessments provide a comprehensive overview of organisational effectiveness, including how an organisation is positioned to address its current and future challenges. These assessments support MOPAN members in their governance and decision-making for the multilateral organisations they fund. They also support the leadership of multilateral organisations in implementing reforms that reflect multilateral good practices. Organisational assessments are typically produced on a four-to-five year cycle, subject to the priorities of MOPAN members.

MOPAN MTRs provide an overview of the progress an organisation has achieved in addressing areas for attention from the previous MOPAN assessment. MTRs are more limited reviews that do not apply the

MOPAN Assessment Framework. Furthermore, MTRs do not assign ratings or make judgments about organisational effectiveness.

MOPAN's MTRs address three objectives:

- **Accountability:** *Track progress against key areas for attention from the previous MOPAN assessment.*
- **Operational Efficiency:** *Provide evidence between MOPAN assessments about critical changes in the operating environment.*
- **Organisational Learning:** *Identify enablers and obstacles to change to support ongoing reform.*

MTRs are implemented through a collaborative process with the organisation to ensure that the analysis accurately represents the current state of reforms. They draw on multiple lines of evidence (documents, information requests and interviews) from sources within the organisation. Evidence from these sources is triangulated to identify relevant conclusions and considerations.

This MOPAN MTR includes 4 sections:

- *Chapter 1: An Overview of One World Bank Group Reform*, which outlines the Bank's reform trajectory since the previous assessment;
- *Chapter 2: Progress in Addressing Areas for Attention*, which assesses the extent to which key areas of WBG Reform have credibly addressed the areas for attention from the previous assessment;
- *Chapter 3: Considerations for Future Reform*, which discusses potential risks and opportunities to be addressed through future reform initiatives; and
- *Chapter 4: Scope and Approach for the MTR*, which summarises the areas of attention from the previous assessment and provides an overview of the MTR Scope and Approach.

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Abbreviations and acronyms

Acronym	Full Name
ABPE	Annual Business Planning Exercise
ADM	Administrative and Decision-Making Matrix
AECID	Spanish Agency for International Development Cooperation
AFD	Agence Française de Développement
AI	Artificial Intelligence
ASA	Advisory Services and Analytics
CE	Country Engagement
CEM	Country Engagement Model
CFA	Co-financing Framework Agreement
CMU	Country Management Unit
CPF	Country Partnership Framework
DAC	Development Assistance Committee
DEC	Development Economics
FMFA	Financial Management Framework Agreement
FMRF	Full Mutual Reliance Framework
FY	Fiscal Year
GCCFP	Global Collaborative Co-financing Platform
GCP	Global Challenge Program
GP	Global Practice
HR	Human Resources
IBRD	International Bank for Reconstruction and Development
IDA	International Development Association
IEG	Independent Evaluation Group
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IFI	International Financial Institution
IMF	International Monetary Fund

IT	Information Technology
KfW	Kreditanstalt für Wiederaufbau
MAR	Management Action Record
MDB	Multilateral Development Bank
MIGA	Multilateral Investment Guarantee Agency
MOPAN	Multilateral Performance Network
MPA	Multiphase Programmatic Approach
MTR	Mid-Term Review
OECD	Organisation for Economic Co-operation and Development
Ops-EE	Operations Efficiency and Effectiveness Agenda
PBG	Policy-Based Guarantee
PIC9	Nine Pacific Island Countries
SCD	Systematic Country Diagnostic
SFA	Standard Form of Agreement
TOR	Terms of Reference
TTL	Task Team Leader
UN	United Nations
USD	United States Dollar
VP	Vice President
VPU	Vice Presidential Unit
WB	World Bank
WBG	World Bank Group

Executive Summary

This Mid-Term Review (MTR) examines the progress achieved by the World Bank Group (WBG) in addressing three areas for attention identified in MOPAN's 2023 Assessment. These include: (i) Strengthening One WBG collaboration; (ii) Promoting more coherent and results-driven partnerships; and (iii) Positioning knowledge for impact. These issues are addressed in the context of the WBG's Country Engagement Model, the process through which they work with client countries. The MTR considers how reforms introduced since 2023 have addressed these challenges, the extent to which they are being embedded in country engagement and operations, and the opportunities and risks for sustaining change.

The WBG has made credible progress in addressing these institutional challenges. The scale and pace of reforms have been notable, with several measures targeting longstanding institutional barriers that had constrained earlier reform efforts. The reforms are also highly relevant to wider priorities for Multilateral Development Bank (MDB) reform, including efforts to work more effectively as a system. Although implementation remains at a relatively early stage, tangible changes are emerging in how the WBG engages clients, organises knowledge and expertise, and designs and implements its Country Partnership Frameworks (CPFs).

The reform agenda has evolved from a broad programme of reforms to a more integrated delivery model. Since the launch of the Evolution Roadmap in 2023, the WBG has introduced a new WBG Scorecard, implemented a new structure for managing knowledge and partnerships under the Knowledge Compact, convened a WBG Guarantee Platform, launched the Global Collaborative Co-financing Platform (GCCFP) and updated its Country Engagement Model (CEM). Since 2025, job creation has emerged as the overarching organising principle for WBG activities, underpinned by investments in human and physical capital, stronger business-enabling environments and private investment at scale. The WBG Scorecard, corporate targets, Knowledge Bank, Guarantee Platform and GCCFP increasingly provide complementary mechanisms to link country engagement, finance, knowledge and partnerships to measurable results.

Progress in Addressing Areas for Attention

Tangible steps have been taken towards more strategic One WBG collaboration in operations. Whereas the Cascade Approach was implemented on a transactional basis, recent reforms have targeted more strategic collaboration upstream. The One WBG Scorecard indicators and corporate priorities provide common objectives that help frame CPFs. Knowledge Verticals have brought together World Bank and IFC technical expertise to identify scalable solutions, while the WBG Guarantee Platform offers a single window for accessing guarantee instruments across the three institutions. Joint management and decision-making arrangements are emerging across operational teams, supported by co-location and shared leadership.

The WBG is making progress towards more coherent and results-focused partnerships. Knowledge Verticals are promoting more deliberate and streamlined partnerships, increasingly focused on evidence-based, scalable solutions. The GCCFP, complemented by expanded co-financing agreements, mutual-reliance frameworks and reduced transaction costs, is strengthening incentives for MDBs and other financing partners to work together as a system. Co-financing has increased substantially, exceeding

IDA/IBRD commitments in 2025. Country Compacts are also emerging as important mechanisms for strengthening country ownership, coordination and selectivity, providing a common framework for partners to contribute in line with their comparative advantage. Together, these reforms provide a more coherent basis for aligning partnerships with country priorities and measurable results.

The Knowledge Compact represents a substantive step towards positioning knowledge for greater impact. Knowledge Verticals bring together expertise from across the WBG to identify integrated, scalable public-private solutions, while Knowledge Horizontals strengthen knowledge management, learning and institutional incentives. AI-enabled platforms, including Knowledge 360 and Data 360, are improving access to curated evidence, data and operational experience to inform country and project decisions. New initiatives, including Knowledger and the WBG Academy, seek to strengthen knowledge uptake and measure its contribution to institutional reform and development results. Although these reforms are still maturing, they address longstanding challenges in knowledge fragmentation, accessibility and the systematic use of evidence in operations.

The new Country Engagement Model has become a vehicle for embedding broader corporate reforms into country engagement. The updated model strengthens the line of sight between country priorities, corporate targets and operational choices. CPFs are increasingly selective and outcome-oriented, with CPF outcomes linked to Scorecard indicators and the Jobs Agenda. WBG Country Managers and shared leadership arrangements strengthen One WBG engagement with clients, while the Annual Business Planning Exercise (ABPE) provides a mechanism for adapting longer-term CPFs to evolving country needs and portfolio performance. These changes represent important progress in moving reforms beyond institutional structures and procedures towards operational implementation.

Overall, reforms are increasingly contributing to operational changes and initial progress towards institutional results. Structural and procedural changes are being reflected in how the WBG delivers. Emerging results include stronger uptake of digital tools, increased co-financing and guarantees, and more selective, outcome-focused CPFs. Progress has been enabled by strong senior management ownership, cross-functional engagement, clearer institutional accountabilities and decision-making arrangements, and iterative approaches to reform. These factors strengthen the prospects for sustained changes in ways of working, although their longer-term contribution to development results and organisational effectiveness remains to be seen.

Considerations for Ongoing Reform

The WBG should now focus on consolidating reforms and clarifying how new structures and processes interact in practice. Despite the progress achieved, important questions remain about the institutional arrangements, incentives and resources needed to support implementation.

A clearer mechanism is needed to balance corporate priorities, global challenges and country needs. The Country Engagement Model remains fundamentally country-driven, but greater clarity is needed on how CPFs accommodate country priorities and global challenges that fall outside the scope of the Jobs Agenda and current corporate priority programmes. The ABPE has the potential to strengthen evidence-based portfolio management and maintain the responsiveness of longer-term CPFs. However, its objectives, criteria for addressing emerging needs, means of integrating Advisory Services and Analytics (ASA) and arrangements for partner engagement require further refinement to enable meaningful adjustments to country programmes.

Stronger mechanisms are needed to channel knowledge and expertise to country teams. Although the Knowledge Verticals are positioned to support knowledge curation and scalable solutions, country teams continue to face uncertainty about available products and services, how to access expertise and how competing requests will be prioritised and resourced. The arrangements for integrating knowledge into

CPF preparation remain under development, while the ABPE has not yet fully delivered a more selective and demand-driven approach to identifying targeted ASA. There is also scope to strengthen how knowledge contributes to CPF results frameworks and corporate targets, particularly through policy and institutional reforms.

Further opportunities remain to strengthen collaboration across the multilateral system. The GCCFP and mutual-reliance arrangements have provided a stronger basis for MDB co-financing, but country-level awareness remains uneven. Furthermore, there is scope to promote more systematic collaboration with UN entities, particularly for global challenges and Country Compacts where delivery requires complementary mandates and expertise. Transaction costs and procedural barriers continue to constrain collaboration with United Nations entities.

Managing the transition to new ways of working will be critical for sustaining reforms. Although staff broadly endorse the reform trajectory, implementation has created uncertainty as institutional restructuring has sometimes preceded the finalisation of operational arrangements. Changes in priorities, guidance and processes have generated additional workloads, compounded by staffing reductions and increased expectations for efficiency. A more consistent approach to change management, clearer accountabilities, predictable resourcing and sustained communication will be important. Assumptions about productivity gains from digitalisation and streamlined teams should also be tested.

The WBG has taken important steps towards embedding a more integrated One WBG operating model. The reforms are relevant and credible responses to the previous MOPAN assessment and wider MDB reform priorities.

The next phase should focus on completing institutional changes, consolidating operational processes and demonstrating how reforms contribute to efficiency, delivery at scale and better results for clients. More consolidated reporting, complemented by independent evaluations, audits and client feedback, will be important for assessing whether the changes introduced are sustainable and contribute to organisational effectiveness.

Chapter 1: Framing the MTR and the Context for WBG Reform

MTR Scope and Areas of Focus

MOPAN's 2023 Assessment, covering the period of 2017–23, was conducted against an unusually challenging global backdrop. Rising sovereign debt pressures, increasing fragility and vulnerability, supply-chain disruptions and worsening food insecurity were compounded by overlapping crises, notably the COVID-19 pandemic and Russia's invasion of Ukraine (WBG, 2023a). As the scale and complexity of country demands increased, the World Bank Group (WBG) faced growing pressure to complement its country-driven model with a stronger capacity to address global and transboundary challenges.

The Bank was therefore at a critical juncture. It needed to adapt its mission, operating model and financing capacity to an evolving development landscape, while preserving the country ownership at the heart of its business model. At the same time, it needed to make fuller use of its comparative advantages as a convener, knowledge institution and bridge between the public and private sectors to help countries address national priorities and contribute to global public goods.

Since 2023, the global context has continued to evolve. Geopolitical uncertainty, slowing development progress and constrained public financing have contributed to a shift in focus from addressing global public goods to economic growth, private sector development and job creation, including investment-enabling reforms and private capital mobilisation. These issues are now being addressed through corporate priority programmes covering agriculture, water, energy, health and other global challenges.

Against this backdrop, this section explains how the scope of the MTR responds to the areas for attention identified in MOPAN's 2023 Assessment and to the commitments set out in the management response. It defines the MTR's principal areas of focus and the key questions used to assess progress made in addressing these issues since the previous assessment was finalised.

MTR Areas of Focus

This MTR focuses on three areas for attention identified in the previous assessment (MOPAN, 2023a):

- **Enhancing One WBG collaboration:** The Cascade Approach was not implemented systematically, as differences in institutional business models, processes, products and incentives impeded collaboration. The assessment reinforced the need for stronger and more systematic One WBG collaboration to mobilise private capital and create the conditions for greater private investment.
- **Need for more strategic and results-driven partnerships:** The Bank's approach to partnerships was decentralised and often opportunistic, without an overarching strategic framework to strengthen governance, coherence and selectivity. Most partnerships were not clearly linked to shared objectives or intended results. Although Country Partnership Frameworks (CPFs) mapped partner activities, they did not clearly demonstrate how coordination informed the Bank's sectoral choices or promoted selectivity based on comparative advantage and expected results.
- **Positioning knowledge for impact:** The Bank lacked a clear reform agenda and implementation plan for the systematic use of knowledge to inform operational decisions and project design. The

use of knowledge in preparing CPFs remained uneven, while CPF results frameworks did not adequately capture how Advisory Services and Analytics (ASA) contributed to higher-level objectives, including by informing policy reforms and strengthening the enabling environment.

When the management response was prepared, the Bank's reform agenda was still in the early stages of development (WBG, 2023b). The response made few specific commitments, instead setting out broad directions for how emerging reforms could address the assessment's findings. These reforms were initially articulated through the Evolution Roadmap, which expanded the WBG's mission to "end extreme poverty and boost shared prosperity on a livable planet." The reform agenda has since evolved and become operational, including through the roll-out of the WBG Playbook and the Jobs Agenda.

The management response identified the following broad commitments:

- **Systematic One WBG Collaboration:** Scaling-up joint products and programmes and enhancing One WBG collaboration across sectors, themes and groups of clients. Specific initiatives included the introduction of a One WBG Scorecard and an update of the Country Engagement Model.
- **Coherent and results-driven partnerships:** Strengthening the coherence and results focus of its partnerships and positioning them to address global challenges (e.g. through Global Priority Programmes). The Bank committed to strengthening country-level collaboration with IFIs and other development partners, particularly for co-financing.
- **Positioning knowledge and advice for impact:** Updating Core Analytics to orient knowledge and CPFs toward addressing global challenges. The Bank also committed to strengthening high-level knowledge partnerships and enhancing mechanisms for knowledge capture and creation.

The MTR focuses on how the actions taken to address these reforms have influenced how the WBG engages its clients through the Country Engagement Model. As such, the MTR focuses on the implications of ongoing reforms for operational activities rather than corporate management.

MTR Questions

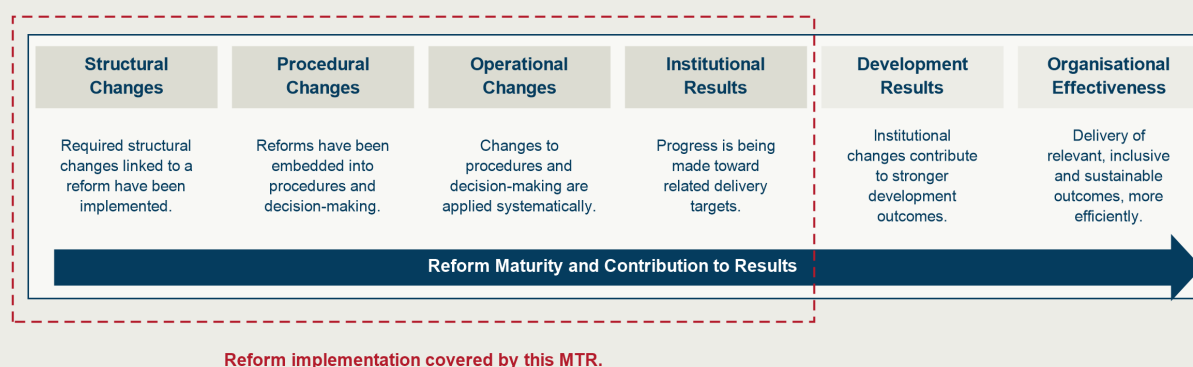
In considering the MTR areas of focus and the matrix of reforms linked to them, this MTR addresses five questions:

- (1) What was committed? What progress has been achieved in implementing these commitments?
- (2) To what extent do these actions provide a credible response to the areas for attention?
- (3) To what extent are these actions likely to contribute to organisational effectiveness?
- (4) What potential risks and limitations should be considered as the reforms mature?
- (5) To what extent have these reforms been implemented in a way that promotes sustainable change?

In answering these questions, the MTR considers the extent to which reforms have progressed from initial structural and procedural changes to being reflected in actual operations and making progress toward targeted institutional results.

These changes need not occur sequentially, and reform initiatives need not address each factor. However, reforms will generally need to deliver targeted structural, procedural, and/or operational changes to demonstrate progress toward institutional results. The MTR does not consider the impact of the reforms on organisational effectiveness, including their contribution to enhancing development results (Figure 1).

Figure 1. MTR Model of Reform Implementation and Results



Source: MOPAN

Limitations

This MTR provides a rapid, light-touch review of reforms undertaken since the previous MOPAN assessment. As noted above, it does not seek to assess how the reforms have contributed to organisational effectiveness.

The MTR examines One WBG initiatives where possible. However, given IFC's distinct authorising environment, it does not cover reforms led primarily by IFC. The WBG is currently undertaking several different institutional reforms. This MTR considers a subset of reforms relevant to country engagement. It does not address reforms related to the Bank's corporate structures (e.g. budget, human resources, procurement, safeguards). Other ongoing reforms that are not covered in this MTR include:

- (i) Consolidation of corporate services across the WBG, including budgeting, human resources, corporate procurement, IT services and real estate;
- (ii) Introduction of a more integrated WBG budgeting process and simplification of the annual business planning and budgeting cycle;
- (iii) Strategic workforce management and regularisation of staffing; and
- (iv) Consolidation of the safeguards function and the merger of independent compliance and accountability functions into a single Independent Accountability Mechanism.

However, these activities influence the context of the reforms addressed within the scope of the MTR through targeted workforce reductions and redeployment as well as reduced use of contingent and contractual workers. The MTR addresses where these changes have implications for the roll-out of targeted reforms.

Chapter 4 provides further information on the MTR's methodology, scope and limitations.

Chapter 2: Progress in Addressing Areas for Attention

The WBG has made credible progress in addressing the principal challenges identified in MOPAN's previous assessment. The scale and pace of the reforms have been notable, with several measures targeting institutional barriers that had constrained earlier reform efforts for several years. The reform agenda responds both to MOPAN's findings and to wider calls for Multilateral Development Banks (MDBs) to become "bigger, better and bolder" and to work more effectively as a system.

Although most reforms remain at an early stage of implementation, there is evidence that they are increasingly contributing to operational changes and progress toward institutional results. However, it is too soon to determine the extent to which these changes will translate into sustained behaviour change among staff, development results or organisational effectiveness.

This chapter traces the evolution of the reform agenda, takes stock of actions implemented to date and considers their relevance to the MTR's areas of focus. It also identifies the principal enabling factors that have supported reform implementation.

How has the World Bank's Reform Agenda Evolved?

MOPAN's 2023 Assessment coincided with the launch of the WBG Evolution Roadmap, developed in response to reversals in poverty reduction, overlapping global crises and growing cross-border challenges. The roadmap sought to increase the Bank's speed, financing capacity and impact while retaining its country-driven business model. Throughout 2023, proposals evolved into an agreed reform package centred on the expanded mission of "ending poverty and boosting shared prosperity on a livable planet." Reforms encompassed the Country Engagement Model, knowledge management, results measurement, crisis response, private capital mobilisation and closer One WBG collaboration (WBG, 2023a).

By 2024, the emphasis shifted to establishing the institutional mechanisms needed to deliver reforms. The WBG Playbook included the WBG Scorecard, Global Challenge Programs (GCPs), MIGA Guarantee Platform, Global Collaborative Co-financing Platform (GCCFP), expanded crisis toolkit and financial incentives for addressing global challenges (WBG, 2024a). One WBG collaboration became a cross-cutting objective, while the Operations Efficiency and Effectiveness agenda (OPs-EE) sought to simplify processes and accelerate delivery. Corporate priority targets in areas such as energy, health and social protection provided measurable focal points for financing, knowledge and partnerships (WBG, 2024b).

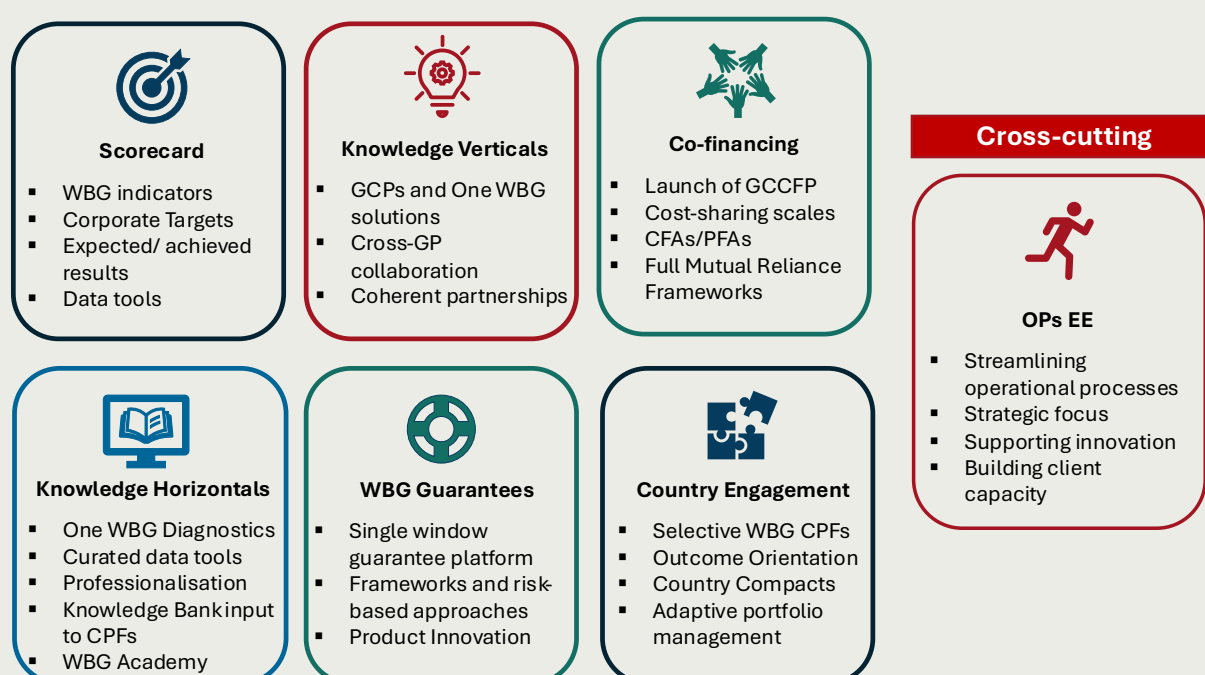
Since 2025, job creation has emerged as the organising principle for WBG activities, underpinned by investments in human and physical capital, stronger business-enabling environments and private investment at scale (WBG, 2025b). Evolution Roadmap reforms have been integrated as delivery mechanisms: the updated Country Engagement Model sharpens country-level selectivity around growth and jobs; Country Compacts and One WBG Sector Implementation Plans support scalable solutions; and the Knowledge Bank curates evidence and expertise to support delivery. By 2026, the reform agenda had evolved from broad institutional transformation into an integrated delivery model linking country engagement, finance, knowledge and partnerships to measurable results (WBG, 2026a).

Mapping WBG Reform Directions

The MTR focuses on a subset of reforms that are relevant to country engagement and the three areas of focus. These include the WBG Scorecard; the Knowledge Compact, including the Knowledge Verticals and Horizontals; the Global Collaborative Co-financing Platform (GCCFP); the WBG Guarantee Platform; and the updated Country Engagement Model. These initiatives should be understood within the wider landscape of WBG reform, particularly the OPs-EE agenda (See Figure 2, below).

As noted in Chapter One, other reforms are ongoing that address corporate processes, including important changes to people management and budgeting. These reforms are not addressed in detail in this report; however, their influence on the reform processes covered in the report is noted as relevant.

Figure 2. WBG Reforms Covered in the MTR.



Source: MOPAN

• OPs-EE

The Operations Efficiency and Effectiveness Agenda (OPs-EE) emerged as the operational pillar of the WBG's Evolution process (WBG, 2023a). OPs-EE sought to transform the Bank's operating model and strengthen delivery through five strategic shifts:

- **From Inputs to Outcomes:** The Bank sought to shift its operational focus from inputs to outcomes by setting more ambitious targets and strengthening the Country Engagement Model.
- **From Retail to Scale:** Identifying proven, scalable global solutions, adapted to country needs through country programmes.
- **From Five Institutions to One WBG:** Bringing the full offer of the WBG through the best knowledge and public-private solutions for clients.

- **From Lending to Leveraging:** Scaling catalytic finance such as guarantees and helping countries mobilise private capital, including through the creation of an enabling environment.
- **From Risk Aversion to Proactive Risk Management:** Strengthening and streamlining the risk management architecture for enhanced oversight.

These shifts are complemented by a focus on simpler and faster processes, a more efficient business model, People Management and Budget Reforms, smarter use of technology and leveraging of AI. Rather than being positioned as a separate reform agenda, OPs-EE is a broader institutional reform agenda that covers several of the individual reform directions covered by this report. OPs-EE also involves reform of the investment project cycle, including efforts to streamline processing. Key results achieved to date include shortening average project preparation time from 19 months in FY24 to 9.2 months in FY26 (internal documents).

- *The WBG Scorecard*

The WBG first committed to overhaul its results architecture in the December 2022 Evolution Roadmap. Further commitments followed in 2023 to develop a selective, outcome-oriented One WBG Scorecard that would harmonise indicators across the Group, strengthen their integration into Country Partnership Frameworks (CPFs) and inform management decisions (WBG, 2023a). The Scorecard Concept Note, endorsed in December 2023, further defined the approach, including common indicator methodologies, disaggregated and publicly accessible reporting, corporate targets and AI-enabled management tools (WBG, 2024c).

In April 2024, the WBG launched the WBG Scorecard with a common set of 22 outcome indicators and published the associated methodologies, with the first full reporting against all but two indicators¹ released in October that year. In July 2025, the Scorecard was embedded in the updated Country Engagement Model, guiding the selection and outcome orientation of CPFs (WBG, 2025c). CPF outcomes are now explicitly linked to Scorecard indicators. Furthermore, 70% of active operations now identify at least one WBG Scorecard indicator in the results framework (internal documents).

- *Corporate Priorities and Targets*

Between April 2024 and April 2026, the WBG introduced corporate priority programmes and targets in the areas of energy, health, agriculture, social protection, digital services and connectivity, women's access to capital, and water (WBG, 2024b; 2025b; 2025c; 2026c). These targets, including publicly available methodologies, inform how country priorities are selected and focus on shifting operational focus from outputs to delivering results at scale (WBG, 2024c; 2024d; internal documents). The Target Map provides publicly available data on how the WBG's operations are contributing to these targets.² More granular data across countries and individual projects are available on an internal version of the platform.

Target Implementation Plans (TIPs) are being developed by relevant global practice teams in the WBG Knowledge Verticals to translate the Targets into WBG-wide operational delivery plans. TIPs provide a framework that country teams can draw on when developing CPFs, pipelines and operations. They specify the delivery architecture needed to deliver on corporate priority targets through scalable programmes of operations and reforms that build on replicable solutions. These solutions are then adapted to the country

¹ Private Capital Enabled was added the following year (2025 Scorecard) and the more and better paid jobs indicator will be published in 2027.

² <https://targets.worldbank.org/>

context through country engagement. This approach builds on the scalable-solutions logic underlying the GCPs.

While the indicators and targets are applied to each WBG institution, IFC and MIGA's project-level data are presented in aggregate, high-level format only due to disclosure limitations. Therefore, Scorecard reporting does not yet reflect the full scope of the WBG's operational results.

Table 1 presents these targets and their links to the corresponding corporate priorities.

Table 1. WBG Corporate Priorities and Targets

Corporate Priority	2030 Scorecard Target	Date of Introduction
Mission 300	Provide 250 million people in Sub-Saharan Africa with electricity access by 2030, powering the agricultural processing, manufacturing, and digital services that unlock employment at scale.	April 17, 2024
Health Works	Deliver quality, affordable health services to 1.5 billion people by 2030, driving global productivity and job creation.	April 18, 2024
Digital connectivity	Enable 600 million people, including 300 million women, to use broadband internet by 2030, unlocking essential services and job opportunities across the digital economy.	April 9, 2024
Digitally enabled services	Reach 400 million people with digitally enabled services by 2030, expanding access to essential services delivered through digital channels.	April 9, 2024
Social Protection 500	Reach 500 million people, including 250 million women, with social protection and employment support by 2030, helping people move out of poverty and into jobs.	July 24, 2024
Agriconnect	Help 200 million farmers move up the value chain by 2030, connecting them to inputs, technology, finance, and markets — a direct path to employment at scale, with a further 100 million supported by WBG partners.	October 14, 2024
Women's access to capital	Provide 80 million more women and women-led businesses with access to capital by 2030, removing barriers to entrepreneurship and fueling firm creation and employment.	October 24, 2024
Water Forward — Water for People	Accelerate access to safe drinking water, sanitation, and hygiene for 250 million people by 2030, strengthening workforce productivity and women's economic participation.	April 15, 2026
Water Forward — Water for Food	Enhance food production and farmer livelihoods for 50 million people by 2030, building the reliable water access that underpins viable agribusiness and mass employment.	April 15, 2026
Water Forward — Water for Planet	Reduce water-related risks and sustainably manage water for 100 million people by 2030, safeguarding the 1.7 billion jobs worldwide that depend on water-secure sectors.	April 15, 2026

Source: WBG Target Map [Home | World Bank Group Target Map](#)

- *The Knowledge Compact*

In April 2024, the WBG launched the Knowledge Compact for Action, aiming to position knowledge as a core WBG service (WBG, 2024e). The Knowledge Bank is intended to provide clients with timely, high-quality and evidence-based solutions informed by global, regional and operational experience. The Compact sought to address longstanding knowledge-management challenges across the Group: (i) the proliferation of knowledge products and weak knowledge flows within and across WBG institutions; (ii) ad hoc and duplicative partnerships concentrated in the Global North; (iii) inadequate incentives to capture, create, curate and apply knowledge in operations; (iv) uneven quality-assurance processes; and (v) limited capacity to measure knowledge's contribution to country-level results.

Central to the reform was the establishment of five Knowledge Verticals—People, Prosperity, Planet, Infrastructure and Digital—each led by a Vice President. These verticals brought together relevant sector

experts across IFC and the World Bank in one team. By organising expertise around the WBG's mission and the principal challenges facing its clients, the Verticals seek to break down siloes among Global Practices and strengthen accountability for the production, quality, dissemination and impact of knowledge. The Verticals became operational structures in July 2024. World Bank and IFC experts became structurally integrated from July 2025.

Knowledge Verticals bring together expertise from across the WBG to translate global evidence and operational experience into integrated, scalable public- and private-sector solutions. Furthermore, they provide deep thematic expertise that country and regional teams can draw upon to diagnose challenges, adapt relevant solutions to the local context and political economy and sequence public and private sector interventions effectively. The World Bank is increasingly scaling these programmatic solutions, including through Multiphase Programmatic Approaches (MPAs). Since FY24, MPA commitments have increased significantly (internal documents).

Knowledge Horizontals complement the Verticals by providing cross-cutting functions that connect expertise across the institution and sectors. The Horizontals seek to organise WBG knowledge around measurable results, promote innovative and scalable solutions, strengthen partnerships and learning, and channel relevant expertise to country teams. The Horizontals include:

- The **Outcomes Department** manages the WBG Scorecard and Target Map and links the work of the Knowledge Verticals to measurable results.
- **Development Economics (DEC)** is the World Bank's central research, data and evidence function, providing intellectual leadership, evidence and analytical support to strengthen policy advice and operations.
- The **Knowledge and Learning Department** is the central function for knowledge management and institutional learning, setting Bank-wide standards and systems for capturing, curating, sharing and accessing operational knowledge and helping embed lessons into day-to-day work.
- The **Innovation Department** identifies, connects and helps scale promising innovations across the World Bank Group, supporting teams to replicate successful approaches.

Key initiatives launched by the Horizontals to date include the following:

- The **WBG Academy**, launched in June 2026, is the WBG's learning platform for strengthening the capacity of government leaders and development practitioners. It combines peer learning, technical expertise and implementation support to connect WBG knowledge more directly with operations, enable clients to adapt proven approaches and build capacity.³
- **Data 360**, launched in October 2025, is the WBG's central platform that brings together development data, analytics and knowledge previously dispersed across different data platforms. It provides access to approximately 300 million data points covering more than 200 economies and over 10,000 indicators, alongside country profiles, visualisation tools, publications and the data underlying WBG Scorecard indicators.⁴
- **REAL Outcomes**, launched in February 2026, applies the OECD-DAC criteria to available project implementation data to support portfolio management by Country Teams in real time. The relevance and effectiveness modules of this tool support Country Teams in assessing the alignment with CPF outcomes and portfolio performance as a key input to the ABPE.

³ [World Bank Group Academy | Home](#)

⁴ [Data360 About | World Bank Data360](#)

- **Knowledge 360**, launched in January 2026, is an internal digital platform that connects country teams to curated WBG evidence on integrated, scalable solutions. The platform helps operational teams identify proven approaches to address specific development challenges and connects them to recognised experts and other WBG practitioners who have implemented similar solutions. It plays a key role in channelling curated knowledge from Knowledge Verticals to country teams.
- **Knowledger**, launched in September 2026, brings together information from across the WBG to show how knowledge is being used—and where it is making a difference. It helps teams see where scalable solutions are being adopted, replicated, and embedded in operations; how analytical and advisory work is informing dialogue and decisions; and what conditions are helping knowledge translate into stronger outcomes.

- *The Global Collaborative Co-financing Platform*

At its Annual Meetings in October 2023, the WBG committed to strengthening co-financing through shared project pipelines, greater policy harmonisation and mutual reliance on key operational processes (WBG, 2023a). Launched by ten MDBs, including the World Bank, in April 2024, the Global Collaborative Co-financing Platform (GCCFP) provides:

a **Forum**, where member organisations meet at least twice a year during the World Bank-IMF Spring and Annual Meetings to discuss issues of common interest, exchange experiences and share opportunities for co-financing; and Hosted by the World Bank, the GCCFP is complemented by an internal Co-financing Working Group that supports World Bank operations teams in operationalising financing partnerships and engaging with financiers around country priorities.

a common, secure digital marketplace (the Co-financing Portal) through which participating institutions can share pipelines, identify financing gaps and match country-owned investments with potential co-financiers (WBG, 2024f; 2024g; 2025e).

The GCCFP has helped expand overall co-financing in concert with other WBG reforms, such as: (i) the rationalisation of cost-sharing arrangements and subsequent removal of the co-financing fee from April 15, 2026 (internal documents); (ii) the expansion of Co-financing Framework Agreements (CFAs); and (iii) the introduction of Full Mutual Reliance Frameworks (FMRFs). By June 2025, co-financing volumes had exceeded combined IDA and IBRD commitments for the first time in the Bank's history (WBG, 2025e). By August 2025, the platform's pipeline had grown from 70 to 238 projects, representing more than USD 110 billion in financing needs. Overall, 33 projects valued at approximately USD 30 billion⁵ had advanced with co-financing. Participation has also expanded beyond MDBs to include key partners, including bilateral donors and IFAD, a UN specialised agency.

- *The MIGA Guarantee Platform*

The creation of the MIGA Guarantee Platform responded to the 2023 Private Sector Investment Lab recommendations, which highlighted opportunities to strengthen the WBG's use of guarantees for private capital mobilisation (WBG, 2023c). A cross-institutional working group was convened between September 2023 and February 2024 to explore potential solutions. In July 2024, the Bank committed to creating the Guarantee Platform as a single-entry point for clients that brings together 20 guarantee products from IBRD, IDA, IFC and MIGA under a consolidated team and common product menu (WBG, 2024h; 2024i).

The Platform was launched on July 1, 2024, consolidating all IBRD/IDA, MIGA and IFC guarantee experts in one institution and platform. The Platform has sought to simplify access to guarantees, streamline

⁵ This estimate includes country financing.

processing and develop integrated solutions to mobilise private capital for client countries, with a target of tripling annual guarantee issuance to USD 20 billion by 2030. In its first full year, the Platform issued USD 12.3 billion in guarantees across 77 projects in 40 countries, representing an increase of 19% over the previous year (WBG, 2025g). Increasing guarantees, as part of broader scalable solutions, has contributed to increasing WBG private capital mobilisation from USD 35 billion in FY22 to USD 112 billion in FY26 (WBG, 2026c).

The platform has contributed to initial innovations, including portfolio guarantees covering multiple projects under shared due diligence and contractual terms and PBG+, which combines IBRD/IDA policy-based guarantees with MIGA sovereign-risk coverage (WBG, 2025h). Additional work remains to harmonise legal frameworks and processes and demonstrate tangible reductions in transaction costs for clients.

- *Update of the Country Engagement Model*

In March 2024, the WBG committed to reforming its Country Engagement Model to make country programmes more selective, outcome-oriented, adaptive and integrated across the Group (WBG, 2023a). Following consultations with more than 700 stakeholders in 90 countries, the new model was formalised through the Country Engagement Directive issued in July 2025 (WBG, 2025i). The Directive required new CPFs to apply the model from 1 July 2025, with supporting accountability and operational guidance completed in 2026 (WBG, 2025j).

The reform introduced more streamlined and strategic CPFs centred on: (i) three to five outcomes aligned with the WBG Scorecard; (ii) a 12-month to ten-year timeframe; (iii) full WBG integration, including shared Task Team Leadership across the WBG⁶; and (iv) more systematic integration of knowledge and partnerships. Its implementation is supported by WBG Country Managers and Resident Representatives, who oversee CPF design and serve as a single senior point of contact for the WBG in countries. WBG Country Managers help clients access the Group's full range of financing, investment, guarantee and knowledge services, while strengthening One WBG planning and decision-making throughout the country engagement cycle. WBG teams have also been integrated into key decision-making and approval points for CPFs.⁷

The new Country Engagement Model introduced a WBG Annual Business Planning Exercise (ABPE), bringing together Regional Vice Presidents across the WBG and Country Management Units (CMUs) to review and adapt CPFs to evolving country contexts. The CMU assesses whether planned World Bank, IFC and MIGA financing, guarantees, advisory services and knowledge activities collectively support CPF outcomes (WBG, 2026e). This annual review aims to keep longer-term CPFs responsive to changing country priorities, implementation experience and portfolio performance, assess annual progress against CPF outcomes, and respond to IFC and MIGA's shorter business planning cycles.⁸

Under the Jobs Agenda, CPFs are expected to support private capital mobilisation and job creation through the 1-3-5-10 model: one overarching objective of creating more and better jobs; three enabling pillars – foundational human and physical capital and an enabling environment for private investment and private capital mobilisation; five job-rich sectors; and ten Corporate Targets (WBG, 2026f). The model provides a

⁶ This refers to the "Task Team Leader", a key Project Management position in the World Bank Group. Under the new CPF process, this position is shared across representatives from the World Bank, IFC and MIGA.

⁷ These arrangements are set out in the Administrative and Decision-Making Matrix (ADM), which defines the roles of different stakeholders to a process in terms of being consulted, providing input, concurring or deciding.

⁸ This point responds to a key challenge raised in the 2023 assessment for stronger One WBG collaboration under the previous Country Engagement Model.

framework for identifying One WBG solutions connecting country priorities, corporate targets and operational choices.

How do the Actions Taken Address the Areas of Focus?

Overall, the reforms undertaken are highly relevant to the MTR's areas of focus, with individual initiatives addressing the underlying challenges from different perspectives. Figure 3 illustrates how these reforms collectively support stronger One WBG collaboration, more coherent and results-driven partnerships, and the positioning of knowledge for greater impact.

Working more systematically as One World Bank Group

Strengthening One WBG collaboration has been a standing institutional priority for over a decade.

Previous efforts have fallen short of expectations due to several challenges, including differences in institutional arrangements, business models, skills, products, incentives and the geographic footprint across the WBG institutions. The previous MOPAN Assessment noted that these same challenges limited the effectiveness of the Cascade Approach as a One WBG Approach to mobilise private capital (MOPAN, 2023a).

Steps have been taken toward more strategic One WBG collaboration in operations. Whereas the Cascade was implemented on a transactional basis, recent reforms have targeted more strategic One WBG collaboration upstream. This strategic approach is reflected in the One WBG Scorecard, Corporate Priority Programmes and Corporate Targets. One WBG Target Implementation Plans and scalable solutions identify how the Bank will address global challenges, including stronger cross-institutional involvement in designing and implementing CPFs. These initiatives have helped align institutional incentives and create an expectation of cross-institutional engagement to address country needs. Furthermore, they have been reinforced by structural changes – WBG colleagues across country teams, Knowledge Verticals and corporate functions are now co-located and share joint leadership.

Joint One WBG management and decision-making are emerging across operational teams. Country Teams and Knowledge Verticals often combine management structures across IDA/IBRD and IFC teams. As a result, key operational and leadership decisions regularly involve input from representatives across the WBG. The way CPFs are now designed is a notable example. Strategic decisions bring together the Regional VPs across WBG institutions, with CPF design led by Joint Task Team Leaders (TTLs) from IFC and the World Bank. Furthermore, as of 1 July 2026 all Country Offices are now led by WBG Country Managers and Resident Representatives, positioned to provide a single point of engagement for client countries.

Figure 3. Alignment of WBG Reform Initiatives to the MTR Areas of Focus.

One World Bank Group Collaboration	More Coherent and Results-Driven Partnerships	Knowledge Positioned for Impact
 WBG Scorecard, Corporate Targets and Jobs Focus.	 Focus on comparative advantage through Targets and Country Compacts.	 Enabling reforms a key part of Jobs focus and 1-3-5-10 approach.
 Guarantee Platform provides a single window for WBG guarantee instruments.	 GCCFP and related reforms support match-making, predictability and incentives.	 Knowledge Bank engagement in CPF Design and implementation.
 Verticals identify scalable, One WBG solutions for global challenges.	 Verticals support more coherent knowledge partnerships across GPs.	 Knowledge 360 supports streamlined access to curated knowledge and expert/practitioner match-making.
 Horizontals channel One WBG solutions and expertise to Country Teams.	 Horizontals convey curated knowledge from partners to Country Teams.	 WBG Academy and Knowledge examine impact of knowledge exchange.
 CPFs reflect Corporate Targets and WBG scalable solutions, implemented under joint leadership.	 CPFs are framed selectively, in line with country needs and the WBG comparative advantage.	 Country Engagement Model promotes use of knowledge through upstream engagement and tailored ASA.

Source: MOPAN

There are emerging signals that One WBG collaboration is becoming more systematic. CPFs were previously World Bank-led, with other institutions asked to provide written inputs. The One WBG thinking underlying the GCPs, which have largely been replaced by corporate priority programmes, targets and Target Implementation Plans, has helped ground CPFs in coherent solutions to development challenges that leverage the full One WBG offer. The creation of Knowledge Verticals has promoted regular engagement between World Bank and IFC technical experts – stakeholders note that collaboration has moved from being almost non-existent to regular engagement around solutions and coordination of joint missions. Some country team stakeholders describe day-to-day collaboration as increasingly seamless – it's not always obvious which WBG institution a country team member represents.

There remain unresolved challenges for deepening One WBG collaboration. Involvement of MIGA representatives in CPF design has not been as systematic due to its much smaller staff complement and limited geographic footprint. Within Knowledge Verticals, attention is needed to ensure colleagues from the World Bank and IFC understand each others' operational realities and how they can work together, fostering deeper understanding of the potential One WBG offer. The roll-out of WBG Country Managers and the new One WBG CPF process was supported by WBG training programmes, including with the Knowledge Bank. Furthermore, training on the Country Engagement Model was delivered to Country Teams and the Knowledge Verticals. However, similar change management training has not been provided to help the Knowledge Bank understand how to embed One WBG collaboration in their own context.

Differences in business models continue to pose some barriers to collaboration. IFC experts in Knowledge Verticals continue to engage clients more directly than their World Bank counterparts. Knowledge Verticals have had to find means of navigating potential conflicts of interest where the same World Bank-IFC team supports enabling environment reforms and provides direct support to private clients benefiting from these reforms. Finally, there remains a need to address information disclosure issues to promote true One WBG reporting on operational results through the Scorecard.

Coherent and Results-focused Partnerships

Previously, the World Bank Group's partnership landscape was fragmented. Country teams and GPs engaged in partnerships for different purposes, sometimes in ways that were duplicative and contradictory. It was often unclear how partnerships influenced country programming and contributed to delivery of results. This section examines how recent reforms have contributed to greater coherence in partnerships that support knowledge development, co-financing and operational selectivity.

- *Streamlining Knowledge Partnerships*

Fragmented partnerships previously contributed to challenges in positioning knowledge for impact. Different teams across the World Bank could engage with the same partners separately, sometimes at cross-purposes. This resulted in a proliferation of knowledge products of different levels of quality and relevance to client needs. These challenges frustrated the actual use of WBG knowledge products to support client engagement, including the design of CPFs and operations.

Knowledge Verticals are promoting more coherent partnerships that support the uptake of solutions. Each Vertical brings together related GPs under a single Vice President, providing a single point of oversight for partnerships. Although in early stages, knowledge partnerships are becoming more deliberate and streamlined within and across the Verticals. Furthermore, partnerships are increasingly targeted toward developing and sharing evidence-based scalable solutions to global challenges. Within this more targeted scope, partnerships are becoming more diverse, moving from traditional donors to philanthropies and academic institutions, including through regional hubs such as the Singapore Water Centre.

Focusing on knowledge curation helps anchor partnerships in country engagement. Curated knowledge is channelled to Country Teams and clients to support the design of CPFs and operations and build client capacity, creating a clearer linkage to One WBG Results. Knowledge curation is sometimes accompanied by initiatives to help Country Teams develop critical sector knowledge and capacity (e.g. around sector enabling reforms for water). A major driver of knowledge curation and uptake has been an institutional shift in incentives for CMUs from financing volumes to outcomes.

- *MDBs working more closely together as a system*

The WBG is removing barriers to co-financing, enabling MDBs to work together as a system. Since the WBG stepped up its efforts to facilitate co-financing in the last several years, including through the launch of the GCCFP, co-financing has increased substantially. In 2025, co-financing exceeded IDA/IBRD commitments for the first time (WBG, 2025e). Whereas the GCCFP helps identify the opportunities, broader WBG reforms have helped make co-financed operations easier and more predictable with fewer transaction costs. Key reforms include: (i) the rationalisation and subsequent removal of co-financing fees; (ii) expansion of corporate-level agreements on arrangements for co-financing through CFAs; and (iii) the recent introduction of FMRFs (WBG, 2025e; internal documents).

The GCCFP pipeline has grown quickly, and new partners are engaging with the platform. Membership has expanded beyond the original MDBs to include large co-financing partners such as AECID (Spain), KfW (Germany) and AFD (France) and the International Fund for Agricultural Development (IFAD). Furthermore, as intended, the GCCFP has facilitated co-financed transactions that do not involve the World Bank (WBG, 2025e). FMRFs are taking alignment of operational policies and procedures between MDBs to the next level, supporting closer collaboration at country level. The CPF for Nepal, released in June 2025, was designed in close collaboration with the Asian Development Bank – the FMRF is now helping this collaboration continue as the CPF is implemented and demonstrates how new opportunities are emerging to work together in responding to country priorities (WBG, 2025k).

Country Compacts are supporting coordination, selectivity and results

Corporate priority programmes and targets are increasingly reflected in Country Compacts. WBG targets such as Mission 300 (M300), alongside related convening and financial incentives, have influenced the evolution of national plans and priorities. Country Compacts reflect a nationally owned strategy, roadmap and pipeline that address key development priorities. Compacts build on the underlying logic of the GCPs, identifying solutions that combine public and private sector solutions and mobilise capital through the creation of an enabling environment. They demonstrate high-level national ownership for delivering these specific development priorities, ensuring the political economy and collaboration needed to advance toward concrete targets. Additional information on the relationship between GCPs, corporate priority programmes and Country Compacts is provided in Box 2.

Country Compacts, in turn, are shaping how the World Bank coordinates with development partners. The World Bank's knowledge and advice, grounded in One WBG scalable solutions, are contributing to the shaping of Country Compacts. New CPFs refer to the Compacts where they are available, and Compacts help guide how the WBG collaborates with partners. Furthermore, the Compacts contribute to shaping CPF priorities to reflect the World Bank's comparative advantage in addressing country needs in line with corporate priorities. Beyond this, the Bank increasingly considers development partner activities in supporting Country Compacts when identifying CPF priorities.

Positioning Knowledge for Impact

Knowledge horizontals are promoting stronger institutional incentives and an enabling environment for knowledge use. Work is ongoing to develop talent frameworks and job descriptions for Knowledge Management specialists across the WBG. This has included the roll-out of targeted training and skills development programmes that are being launched jointly with other MDBs (internal documents). These initiatives remain in the early stages of implementation but have the potential to create clearer roles, accountabilities, skills frameworks and incentives for knowledge management across the institution.

The new WBG Academy is aiming to measure how knowledge sharing contributes to reform and impact. The WBG Academy provides an online platform for channelling WBG knowledge to country partners, including through the facilitation of peer learning and targeted collaboration with national and regional knowledge partners. The platform launched in 2026 and has expanded its offering to 18 programmes. Notably, the platform is implementing a results framework that captures how knowledge transferred through the WBG Academy contributes to learning, institutional reform and development impact. If successful, this initiative will provide an evidence-based picture of how WBG capacity-building support to countries is contributing to development results.

The adoption of Artificial Intelligence (AI) has been a core enabler of the Knowledge Compact and positioning WBG knowledge for uptake and feedback loops. AI is being used to position knowledge for impact by making the Bank's accumulated evidence, data and operational experience easier to find, combine and apply at the point where country and project decisions are made. AI-enabled tools such as Knowledge 360 enable two-way knowledge flow whereby global evidence is transmitted to country teams while lessons from operations are captured and used to refine solutions. This is complemented by the establishment of the Digital Vice Presidency in July 2024, which provides a dedicated base of expertise to support the WBG's clients with digital transformation and AI, including through knowledge.

Box 2. From Global Challenge Programmes to Country Compacts

GCPs were introduced as the initial operating model for addressing global challenges. They are cross-sectoral, One WBG programmes designed to package replicable and scalable public-private solutions, knowledge and partnerships across countries. The GCPs were identified through an internal WBG proposal process in 2023, drawing on existing knowledge and operational experience across Global Practices. Proposals were assessed against criteria including a cross-sectoral One WBG approach, measurable outcomes, country demand, scalable and rapidly implementable interventions, public-private solutions, existing capacity and knowledge, and potential financing incentives and partnerships. Each GCP was also linked to an SDG.

Six pilots were selected: Fast-Track Water Security and Climate Adaptation; Energy Transition, Efficiency and Access; Enhanced Health Emergency Prevention, Preparedness and Response; Accelerating Digitalization; Food and Nutrition Security; and Forests for Development, Climate, and Biodiversity. Each GCP was developed through an Approach Paper led by senior cross-WBG teams and supported by a central governance structure, defining its theory of change, scalable solutions, institutional roles, financing and partnerships, and results linked to the WBG Scorecard.

Although GCPs remain part of the WBG's strategy architecture, they have largely been overtaken by corporate priority programmes. The WBG has increasingly defined high-profile 2030 corporate targets on energy, health, water, social protection, digital access and agriculture, linked directly to Scorecard indicators and tracked through the Target Map. Target Implementation Plans (TIPs) build on the scalable solutions developed through GCPs, although there is no one-to-one linkage between GCPs and the targets. TIPs are WBG-wide operational roadmaps that translate corporate priority programmes and targets into scalable solutions, operational priorities, delivery mechanisms, institutional responsibilities, milestones, resource needs and monitoring arrangements.

Corporate priority programmes also influenced the emergence of Country Compacts, linked to incentives to access a wider partnership network and pool of financing. Country Compacts are government-led, evidence-based frameworks that translate WBG corporate priority programmes and targets into concrete national reform and investment plans. They set out priority policy and institutional reforms, sequencing of public and private investments, responsible government entities, timelines, indicators and partner roles, while helping coordinate financing and implementation across government, the WBG and other partners. Critically, they provide high-level political endorsement.

Where Country Compacts exist and the World Bank CPF addresses the related sector or outcome area, they can play an important role in shaping partner coordination. They provide a single, government-led roadmap around which the WBG, other MDBs, bilateral partners and private investors can organise their contributions, clarifying priority reforms, investment pipelines, sequencing, responsibilities and milestones and helping partners divide roles according to comparative advantage. CMU stakeholders noted their value as a roadmap for partner coordination. However, the existence of a Compact does not mean the World Bank will support its implementation; this depends on the balance between country needs, corporate priorities and the Bank's comparative advantage.

Source: World Bank Group (2024a) "From Vision to Impact: Implementing the World Bank Group Evolution" From Vision to Impact : Implementing the World Bank Group Evolution - Update to Governors; World Bank Group (2025a) "World Bank Group Evolution Process: Rethinking the Approach to WBG Country Engagement" World Bank Document.

Knowledge 360 is beginning to facilitate access to curated knowledge to shape CPFs and operations.

Knowledge 360, launched in January 2026, is a digital platform that leverages AI to channel curated WBG knowledge on scalable solutions to country teams based on user-led queries. The tool connects users to high-quality evidence and learning that can be used to support operational decision-making as well as experts and practitioners who have hands-on experience in implementing specific solutions. This tool is still in the early stages of roll-out and user uptake, but initial user feedback has been positive. Future development involves functionalities enabling country teams to provide feedback on responses, creating feedback loops for further curation.

The World Bank is developing tools to measure the use and impact of its knowledge more systematically.

Knowledge 360 is now accompanied by Knowledger, an internal dashboard that aims to systematically measure how the WBG's research, analytics and data are taken up in operations and contribute to development impact. Beyond assessing the relevance of WBG analytical work to country challenges and its alignment with corporate priorities, it aims to measure how knowledge has influenced the design of operations, dialogue with client countries, policy changes and institutional reforms. It also assesses where scalable solutions are being embedded, replicated and scaled in operations. This platform represents a step forward in addressing a long-standing, shared challenge among IFIs.

Data 360 is strengthening access to integrated development data for evidence-based decision-making.

Launched in October 2025, Data 360 consolidates previously fragmented WBG and partner data into a single platform covering more than 200 economies. It provides country profiles, curated datasets, disaggregated indicators, analytical reports and tools for producing customised diagnostics and visualisations. The platform serves as a single source of truth for WBG data, integrating the data underpinning the WBG Scorecard and other major corporate initiatives. It has the potential to promote greater consistency across different diagnostic and analytical activities across the Bank as well as enable unparalleled public access to high-quality development data.

The Country Engagement Model as an Integrator of Reform**The new Country Engagement Model has been a key vehicle for embedding broader corporate reforms into country engagement.**

Many of the reforms identified above are increasingly integrated into country engagement through the new Country Engagement Directive and the new process for CPF design. This integration helps ensure that corporate-level reforms are reflected systematically in how the WBG works with its clients.

The new Model has strengthened the line of sight between corporate priorities and country engagement.

New CPFs are anchored in the Jobs Agenda and three to five development outcomes linked to Scorecard Indicators (WBG, 2025d; 2026f; internal documents). CPF Results frameworks typically draw directly from Scorecard indicators, helping to shift operational focus from activities to outcomes. The Outcomes Department engages country teams upstream during the CPF design process to identify meaningful priorities and ambitious, yet achievable targets. The REAL Outcomes tool and Target Map also increasingly offer valuable evidence to support portfolio management for the ABPE and across Regional Vice Presidencies.⁹ Recent CPFs demonstrate how this framing has sharpened selectivity and strategic focus. Previously, CPF priorities were shaped by the existing pipeline, legacy portfolio and a range of objectives.

⁹ The REAL Outcomes tool applies the OECD DAC criteria to available performance evidence across the country portfolio to assess contribution of the portfolio to CPF Outcomes. To date, the relevance and effectiveness modules are available while the Efficiency and Sustainability modules remain under development.

CPFs are also increasingly framed around the Jobs Agenda, including the 1-3-5-10 approach. More and better jobs are now positioned as the central, framing objectives of CPFs. The 1-3-5-10 approach brings together One WBG solutions that address three enabling pillars for job creation, including human and physical capital, an enabling business environment and private capital mobilisation, through engagement in 5 job-rich sectors. The ultimate aim is to contribute to the achievement of the ten WBG Corporate Priority Targets. This approach anchors CPFs in institutional priorities, promotes stronger results orientation and establishes a clear vertical logic for engagement. On the other hand, it raises potential risks in addressing development challenges and country needs that are not reflected in the Jobs Agenda, especially in fragile contexts.

One WBG Diagnostics and the Knowledge Bank are positioned to support stronger uptake of knowledge in CPF design. CPFs are informed by One WBG Country Diagnostics as the basis for the SCD (WBG, 2025d). These diagnostics bring together curated evidence from the Verticals and reflect on how the WBG can remove barriers to addressing global challenges in the context of each country. The new Country Engagement Directive and Procedures require mandatory engagement of the Knowledge Bank at the start of CPF design to identify important constraints. Whereas CMUs report active use of the Diagnostics, the process for engaging the Knowledge Bank in the design of CPFs is still evolving.

Selectivity of CPFs and partner collaboration at country level are increasingly shaped by Country Compacts. The Compacts often also include results frameworks and monitoring and accountability arrangements. They have become a key focal point for coordination among different development partners in identifying and addressing country priorities. This enhanced selectivity is apparent in new CPFs, which tend to contain more concrete analysis of partner activities and implications for selectivity and comparative advantage. The Compacts provide a shared basis for measuring results – one which often reflects the WBG corporate priorities and targets.

The CPF focus on enabling conditions for private capital mobilisation has contributed to greater awareness of the MIGA guarantee platform. Several country team members noted their awareness of the MIGA guarantee platform and interest in accessing it to address client needs. Even though more work remains to enhance MIGA's role in CPF design, the platform appears to have supported deeper upstream consideration of the role of guarantees in CPF design and operations. Stakeholders noted that efforts to engage clients and country teams around WBG guarantee instruments and promote ease of access through a single-entry point have been important steps forward. Although the volume of guarantees approved annually is increasing, it remains to be seen whether the Platform has resulted in greater efficiency and lower transaction costs in the processing of guarantees.

Moving from structure to delivery: Overall progress for reform implementation.

Overall, the reforms are increasingly contributing to operational change and progress toward institutional targets. Structural and procedural changes are increasingly being reflected in how staff work, and what and how the World Bank Group delivers. Initial reform outcomes are starting to materialise in terms of the uptake of new tools, increased co-financing and guarantees and more selective and outcome-focused CPFs. As noted above, it is too early to say whether operational changes and these initial institutional results will be sustainable and how they will contribute to development results and/or organisational effectiveness. A summary of progress achieved for each reform stream is illustrated in Figure 4, below.

Figure 4. Progress in implementing Selected Reform Workstreams.

Reform	Structural Change	Procedural Change	Operational Change	Institutional Results
WBG Scorecard	One WBG Scorecard Outcomes Team and supporting systems	Corporate Targets Embedding in CEM Digital Tools (Target Map, REAL Outcomes)	Scorecard embedded in CEM, CPF and ABPE	CPF outcomes linked to Scorecard Scorecard indicators in project results
Knowledge Verticals	One WBG Knowledge Verticals Digital VPU established	Establishment of GCPs Target Implementation Plans	Scalable solutions embedded in CEM Engagement in CPF process	Increased Programmatic Approaches Increased Private Capital Mobilisation
Knowledge Horizontals	Knowledge Horizontals established	Establishment of new digital platforms	Roll-out of new programmes	Uptake of digital tools and platforms
Global Collaborative Co-financing Platform	Establishment of GCCFP Co-financing Forum	Removal of fees CFAs, FMRFs Co-financing Working Group	Growth in co-financing pipeline Expanded platform entities	Increased co-financing
WBG Guarantee Platform	Co-location of guarantee experts Establishment of platform	Risk-based frameworks Harmonised due diligence and legal frameworks	New WBG guarantee products Pipeline growth	Increased guarantees Increased Private Capital Mobilisation
Country Engagement Model	Joint Country Representatives WBG management teams	Updated CE Directive Updated CE guidance and procedures	New CPF process and structure applied	Enhanced outcome focus of CPFs Greater selectivity of CPFs

Darker gradients indicate stronger evidence of achievement.

Source: MOPAN; internal documents.

Note: This Figure does not include OPs-EE, which is considered in this MTR as an overarching reform agenda that encompasses several of the reforms listed.

Drivers of Change: Addressing long-standing institutional challenges

The WBG is starting to make tangible progress in addressing decades-old institutional challenges. One WBG collaboration has been an explicit corporate priority since the 2013 World Bank Group Strategy. Similarly, stronger MDB co-financing has been a system-wide reform objective since at least the 2015 *Billions to Trillions* agenda, which called for greater collaboration, joint platforms and more coordinated financing across institutions. Efforts to expand the use of MIGA guarantees through a cross-institutional approach have an even longer history, dating back at least two decades.

Recent reforms have benefited from several recognised enablers of institutional change. Drawing on its wider body of institutional assessments, MOPAN considered whether the current reform programme incorporates factors known to support sustained changes in organisational behaviour. The reforms exhibit several of these enabling conditions, which have helped shift ways of working across the WBG and have strengthened the likelihood that the changes underway will be embedded and endure.

Strong senior management ownership and cross-functional engagement have provided clear direction. Ownership and direction from the President and Managing Directors have helped drive reforms forward. Ambitious implementation timelines and targets have encouraged pragmatic responses to institutional

challenges. Several reforms have benefited from cross-functional working groups established to identify and address potential barriers. For example, co-financing with MDBs and other financiers is supported by the Co-financing Working Group, a cross-departmental team that advises on the co-financing policies and procedures and their implementation (WBG, 2025e). The Working Group serves as a “one-stop help desk” for project teams, helping them resolve legal, financial, budgetary, operational and reporting bottlenecks.

The reforms are increasingly embedded in accountabilities, procedures and decision-making. Previous reforms such as the Cascade remained dependent on individual incentives and personalities. Recent reforms have taken a more deliberate approach by incorporating new processes and accountabilities into institutional directives and accountability matrices, thereby changing how decisions are made. For example, the requirement to frame CPFs around the Jobs Agenda and Scorecard indicators has been embedded in the Country Engagement Directive (WBG, 2025d). As part of the Knowledge Bank, the Scorecard team now also contributes directly to the CPF design process.

Digital tools and platforms are accelerating reforms by enhancing access to the knowledge and evidence needed to inform key decisions. Platforms such as the Target Map have made performance information more readily accessible, supporting evidence- and results-based engagement. The Target Map informs portfolio management discussions among Managing Directors, Regional Vice Presidents and country teams, directly connecting management decision-making with institutional priorities. REAL Outcomes plays a critical role in the ABPE process, helping teams manage implementation and monitor progress against CPF outcomes (internal documents). Knowledge 360 and Data 360 are similarly positioned to provide staff with rapid access to curated data on country challenges and performance, alongside knowledge about proven and scalable solutions to development challenges.

The reforms have been shaped and supported by staff engagement, training and feedback. Several new initiatives benefited from upstream input from country teams and TTLs, helping to ground procedural changes in operational realities and experience. The deployment of WBG Country Representatives has been supported by tailored training designed to strengthen their understanding of the full WBG offer, particularly where individuals previously represented a single WBG institution. The process has also incorporated feedback loops and peer engagement through which participants can share lessons and challenges and further tailor their learning plans. The roll-out of the new CPF process was supported by a CPF Academy designed to help staff understand and embed the changes, with five CPF Academies implemented in 2026 and complemented by “just-in-time” clinics on demand. Although further work is needed to strengthen familiarity with the new CPF process and the wider WBG offer, important steps have been taken.

Iteration and piloting are helping the WBG address complex challenges incrementally. Previous reform efforts encountered difficulties in overcoming institutional differences in incentives, processes, instruments and legal frameworks. In several cases, an iterative approach has enabled solutions to be tested, refined and gradually scaled, while new approaches are piloted before wider implementation. The WBG Guarantee Platform is a notable example: a single service window was established by consolidating expertise from across the WBG, while work continued to align due-diligence processes and the legal frameworks underpinning different guarantee instruments (WBG, 2024h). An iterative approach is also evident in the introduction of the new CPF process, which was piloted in a limited number of countries before the Country Engagement Directive was finalised.

However, there remain important risks for the roll-out of the reforms. Reductions in staff for key functions are posing challenges for institutional memory, creating workload constraints and limiting access to surge capacity. As new processes and digital tools mature, working assumptions for resourcing should be re-tested to inform evidence-based budgeting. Ongoing adjustments to processes on the basis of pilots can weaken staff buy-in due to repeated changes, uncertainty and rework required to adjust to process changes. New processes such as that for CPF design require considerable high-level collaboration, which can pose a risk of delays when key individuals are not available. Collaboration comes with costs as well as benefits.

Chapter 3: Considerations for Ongoing Reform

Despite the progress achieved, there remain opportunities to further embed the reforms and position them to enhance organisational effectiveness. Although initial steps have been taken to adjust the institutional structure, further consideration is needed for how the leadership structure, institutional legal frameworks and accountability and reporting lines may also need to change. Some new procedures and working arrangements still need to be defined and embedded across operations.

The considerations below reflect issues and challenges for further attention as the WBG implements future phases of its reform agenda.

Sharpening feedback loops and portfolio management for CPFs

A clearer mechanism is needed to balance corporate priorities, global challenges and country needs.

The WBG's Country Engagement Model remains fundamentally country-driven. CPF priorities reflect country needs considered through the lens of WBG priorities and comparative advantage. GCPs remain part of the WBG's strategic architecture but have largely been phased out in favour of the Jobs Agenda and corporate priority programmes.

Although there is often alignment between country priorities, the Jobs Agenda and other WBG priorities, there will be instances where this alignment is not optimal. The corporate priority programmes and TIPs do not necessarily reflect activities linked to global challenges and extreme poverty reduction, which remain part of the WBG mission. Furthermore, there is not a one-to-one alignment between the GCPs and the corporate priorities, with some areas of programming like forestry and nutrition no longer clearly reflected in corporate priorities. Country teams note there remains some flexibility to address country needs as required. However, more clearly defined parameters for flexibility are needed to ensure that the Country Engagement Directive continues to shape CPF design effectively.¹⁰

The ABPE is essential for balancing flexibility, responsiveness and selectivity but is not yet positioned to navigate these tensions.

Annual Business Planning has the potential to support more principled and results-driven management of country portfolios by providing a critical point at which to adapt the CPF and operational pipeline to changing country needs, priorities and circumstances. It also makes it feasible for a ten-year CPF to remain a high-level strategic framework rather than a fixed programming document. Following an initial pilot round, work is continuing to refine this process and clarify its timetable, objectives and expectations for partner engagement. Future iterations are expected to allow more time for implementation and provide greater granularity across portfolio themes. To fulfil its intended role, the ABPE will need to enable evidence-based deliberation, meaningful engagement with partners and sufficient flexibility to respond to changes in country context and portfolio performance.

¹⁰ The CE Guidance published in August 2026 guides country teams in the selectivity process with standard approach that includes country demand, WBG mission and vision and WBG comparative advantage. The third filter includes the WBG corporate strategies as an element for prioritization of CPF outcomes.

Strengthening the linkage between knowledge verticals and country teams

Mechanisms for ensuring greater uptake of knowledge in the design of CPFs and operations are not yet fully embedded. The Country Engagement Directive initially sought to promote the uptake of knowledge in CPFs and operations through Knowledge Advisory Teams (KATs; WBG, 2025d). However, engagement with KATs was voluntary and implementation was uneven. Stakeholders across country teams and Knowledge Verticals demonstrated varying levels of awareness of this mechanism and its intended role. The KATs were phased out after initial piloting and replaced with a new requirement to engage the Knowledge Bank upstream at the outset of CPF design, followed by on-demand engagement throughout the process. It remains to be seen how this new process will strengthen uptake of knowledge and scalable solutions in CPF design.

There is scope to clarify the full range of products and services that Knowledge Verticals provide to country teams. The streamlined Knowledge Verticals are positioned to support knowledge curation and facilitate access to WBG expertise through platforms such as Knowledge 360. However, they may also provide direct support tailored to country teams' differing needs for knowledge and specialist expertise. Such engagement needs to be structured around clear priorities, incentives, products and service standards. At present, country teams lack clarity about what support they can request from the Knowledge Verticals, how requests should be made, and what response they can expect.

It also remains unclear how these interactions will be resourced. Under the previous model, regional teams transferred resources to Global Practices in exchange for knowledge support. This arrangement encountered challenges arising from limited transparency about where relevant expertise could be sourced across the institution and mixed incentives concerning the use of budgets. The new model is more closely linked to the availability of trust fund resources across regions and thematic areas. However, these resources are increasingly earmarked, and the absence of a clear mechanism for prioritising competing requests has contributed to continued uncertainty.

The ABPE is not yet supporting delivery of more targeted knowledge and expertise to address clients' needs. The updated Country Engagement Model envisaged a more selective and demand-driven approach to Advisory Services and Analytics (ASA), better aligned with client needs. Planned ASA receives less emphasis in new CPFs, with the ABPE becoming the new vehicle to respond to emerging needs for advisory support and knowledge (internal documents). During the first ABPE, an attempt was made to identify country teams' potential requirements for knowledge support, but the results were difficult to prioritise and action.

Future rounds of the ABPE are expected to address this gap and support stronger strategic planning and greater streamlining of ASA. To address some of these challenges, the FY27 ABPE process will ask country teams to identify the specific knowledge and financing needed to make progress against CPF outcomes for different thematic areas. Regional Practice Directors will now also be required to participate in the ABPE discussion, providing a direct link to the Knowledge Bank.

There remains scope to strengthen how knowledge is reflected in corporate targets and CPF results frameworks. Although measures to improve the enabling environment for investment are incorporated into the 1-3-5-10 model, CPF results frameworks do not yet fully capture the critical contribution of ASA to enabling reforms. Knowledge delivery is also reflected only implicitly in the Bank's corporate targets. This makes it particularly important to clarify how Knowledge Verticals and country teams will work together to channel relevant WBG knowledge towards country needs and development challenges, and how this contribution will be captured in results frameworks.

Strengthening multilateral financing partnerships for global issues

New approaches for co-financing can better support country-driven collaboration around global challenges. The success of Country Compacts is linked to strong collaboration across the multilateral system. This is particularly true in areas such as health and water where delivery on country priorities is also linked to UN entities. Currently, the GCCFP includes tabs for different corporate targets, including M300, Water Forward and others, but primarily addresses co-financing between MDBs and bilateral donors. UN entities should have greater involvement in the GCCFP, including the Co-financing Forum. Furthermore, given an increasingly fragmented and constrained environment for multilateral financing, there is scope to further streamline collaboration with UN entities by addressing remaining barriers to financial partnerships.

Despite existing frameworks, World Bank-UN collaboration can still involve heavy transaction costs and barriers. The 2006 Financial Management Framework Agreement (FMFA) allows UN entities to apply their own financial management, accounting and audit systems when receiving direct grants, but World Bank requirements still apply for procurement, supervision and safeguards. Common Standard Forms of Agreement (SFAs) are not yet established for technical assistance and procurement, while Bank safeguards continue to apply under the SFA for Delivery of Outputs. In fragile contexts, CMUs must also negotiate aspects of implementation arrangements, including overhead costs, despite the strategic benefits of the 2017 United Nations–World Bank Partnership Framework for Crisis-Affected Situations.

There is also scope to increase awareness of the GCCFP at the country level. The addition of new projects to the platform is primarily facilitated by Focal Points in the offices of Regional VPs. Meanwhile, awareness of the GCCFP among country teams remains somewhat uneven. Whereas there is strong awareness of FMRFs, these mechanisms remain limited to specific institutions and do not provide a full picture of co-financing opportunities within countries.

Navigating transitional challenges arising from complex reform initiatives

Although most staff endorse the overall trajectory, the roll-out of reforms has been turbulent. In general, structural changes have preceded the finalisation and implementation of new ways of working. Furthermore, guidance, templates and processes for key workstreams have changed throughout the roll-out, with staff sometimes needing to adapt and redo ongoing work as necessary. This has created a high level of uncertainty among certain teams struggling to identify their role and how to add value under the new arrangements.

Assumptions underlying key structural changes need to be tested. Human resources and productivity reforms have created more streamlined teams, including for Knowledge Verticals, and have reduced the ability to engage consultants. These changes are partly based on the introduction of more efficient ways of working and the digitisation of processes. The resulting efficiency gains should be tested to demonstrate that these assumptions remain valid and that the Bank retains sufficient capacity to implement key processes.

Uncertainty poses additional resourcing challenges for more streamlined Knowledge Verticals and country teams. Although adopting an iterative process enabled the Bank to move forward in addressing difficult challenges, it has at times created uncertainty for staff as some important operational and procedural parameters are not yet defined and embedded. This uncertainty places additional demands on these teams as they navigate and define new ways of working with a reduced staff complement.

Although communication from senior management has been strong, middle management plays a critical role in supporting staff engagement. Managers across country offices and Knowledge Verticals have had to invest considerable time in communication and change management to avoid staff

engagement issues. Whereas training and onboarding of staff under the new model have been more systematic for the roll-out of WBG Country Representatives and the new CPF process, change management support for staff in other areas of the organisation has been less consistent and more dependent on the initiative of individual managers – who are themselves dealing with considerable top-down delivery pressure. A more consistent approach is needed to support staff in navigating change, particularly through middle managers.

Some changes in the direction of the reform agenda have created operational inconsistencies. There is not a one-to-one correspondence between the GCPs and corporate targets. One GCP (forests for development, climate and biodiversity) no longer has a clear link to any of the corporate priority programmes. Additionally, some Knowledge Verticals have ongoing legacy programmes linked to the GCPs for which there is still considerable country demand, such as food security and nutrition. The IDA21 policy framework and the Framework for Financial Incentives continue to be grounded in the GCPs, and global challenges identified at the outset of the Evolution Agenda (WBG, 2025k; 2024l). A lack of clarity on flexibility to accommodate country demand outside of corporate priorities contributes to these challenges. Whereas course corrections are normal and often desirable, their implications for ways of working need to be addressed transparently.

Reporting on institutional reforms has been fragmented. There has been limited communication on the rationale underlying shifts in the reform agenda or how the transition will be managed. Few staff have a complete picture of the roll-out, contributing to a feeling of uncertainty. There would be value in establishing a consolidated dashboard to report externally on progress, transitions and implications for country engagement and results, centred on a limited number of stable priorities and objectives. This would communicate the overall direction and progress achieved – while maintaining flexibility to pilot new solutions and adjust course.

The World Bank Group should demonstrate how reforms have contributed to development results and organisational effectiveness. This may include a complement of independent evaluations or audits covering key aspects of the reform process. Client surveys will be important to understand client perspectives on changes to country engagement, positioning client satisfaction as a reform objective.

Concluding Thoughts – Embedding the New One WBG Model

This MTR finds that the WBG has made credible progress in addressing the areas for attention identified in MOPAN’s 2023 Assessment. The reforms represent substantive steps towards deeper One WBG collaboration, more coherent and results-focused partnerships, and clearer positioning of knowledge to support results for clients. Implementation remains at a relatively early stage, and it is not yet possible to determine the reforms’ contribution to organisational effectiveness. Nevertheless, tangible changes are emerging in how the WBG engages clients, organises its knowledge and expertise, and designs and implements country programmes.

The reforms are also highly relevant to wider priorities for MDB reform. The WBG has made progress in orienting its mission and operations towards global challenges through evidence-based, scalable One WBG solutions. Country Compacts, the GCCFP launched with nine other MDBs, and mutual-reliance arrangements are supporting country-owned platforms while strengthening incentives for MDBs to work together as a system. The Jobs Agenda links private-sector mobilisation more explicitly to development outcomes, while streamlined processes and risk-based approaches seek to make the WBG more agile, responsive and efficient.

The growing integration of previously separate reform streams through the Country Engagement Model is a notable step towards embedding new ways of working. Progress has further been enabled

by strong leadership, ambitious timelines and cross-institutional engagement. Structural reforms have been reinforced by realigned incentives, accountabilities and decision-making arrangements. Digital platforms are improving access to data, evidence and scalable solutions, changing the basis upon which operational decisions are made. Overall, the reforms have made tangible progress, moving from structural and procedural changes to operational changes and initial progress toward institutional results. Furthermore, key steps have been taken to promote longer-term changes to ways of working.

The next phase should focus on consolidating the changes introduced, finalising key processes and clarifying how new structures interact in practice. Work remains to address the separate business models, legal frameworks, processes and incentives across the institution. The turbulence experienced by operational teams during implementation demonstrates the importance of change management, clear guidance, predictable resourcing, sustained communication and sufficiently stable priorities. Resourcing assumptions should be revisited to ensure that digital tools enable leaner operational teams to deliver at scale as intended.

Finally, it will be important to demonstrate more transparently how the reforms are improving efficiency, supporting delivery at scale and generating better results for clients.

Chapter 4: Scope and Approach of the MTR

This MTR seeks to report on how the Bank has responded to areas for attention raised in the previous MOPAN assessment. It considers the commitments made in the World Bank's management response and the progress made in implementing the full range of reforms.

Areas for attention from the previous MOPAN assessment

Areas of improvement identified in the 2023 assessment of the World Bank (IDA/IBRD) centred around three core issues:

- **Enhancing One WBG collaboration:** The assessment notes the need to promote stronger and more systematic One WBG Collaboration to support private capital mobilisation and enabling. The Cascade Approach was identified as not being realistic in some cases and **not** implemented in a systematic way.
- **Identifying a more strategic and results-driven approach to partnerships:** The assessment found the World Bank's approach to partnerships to be decentralised and opportunistic, with no overall strategic framework to support governance and selectivity and ensure partnerships contribute to the achievement of results, including for global challenges.
- **Positioning knowledge and advice for impact:** The assessment found that the World Bank needed to better operationalise its Strategic Framework for knowledge, focused on the use of knowledge throughout the operations cycle to promote learning. Persistent gaps were noted in the integration of knowledge into CPF results frameworks and linking knowledge to CPF results, including policy reforms that promote a stronger enabling environment.

At the time the management response was drafted, plans to address these challenges remained nascent and the response contained few specific commitments. Instead, the management response identified the general directions for how the World Bank planned to address the challenges raised by the assessment. Proposed actions were initially framed in terms of the World Bank's Evolution Roadmap, which broadened the Bank's mission toward "a world free of poverty on a livable planet."¹¹

Specific commitments raised in the Management Response included:

- **Promoting systematic One WBG Collaboration:** The World Bank committed to scaling up joint products and programmes and enhancing One WBG collaboration across sectors, themes and groups of clients. Initiatives included: (i) introduction of a One WBG Scorecard; and (ii) renewal of the Country Engagement Model.
- **Improving and expanding partnerships:** Strengthening partnerships at the country level, through more coordinated dialogue and policy support that draws on enhanced core analytics as

¹¹ World Bank Group (2023) "Ending Poverty on a Livable Planet: Report to Governors on World Bank Evolution" [World Bank Document](#)

well as growing partnerships on global and regional challenges. The Bank also committed to focus on improving coordination across the multilateral system.

- **Positioning knowledge and advice for impact:** The Bank committed to update Core Analytics to promote the uptake of knowledge to address global challenges, strengthen high-level knowledge partnerships and enhance mechanisms for knowledge capture and creation.

Scope of the MTR

As demonstrated in Chapter 1, the World Bank institutional reform agenda has shifted significantly since the release of the Evolution Roadmap in 2023. The initial initiatives proposed, such as the Global Priority Programmes, have evolved and have been superseded by new priorities and activities.

This MTR focuses on the introduction of the new Country Engagement Model, the key processes that guide the development of Country Partnership Frameworks (CPFs) and management of country portfolios. The MTR focuses on how the new CEM has been positioned as an integrator of reform, translating the World Bank's broad institutional reform agenda into more selective, results-oriented and evidence-driven One World Bank engagement with client countries.

Specific areas of focus include:

- **One WBG Targets:** Positioning of the WBG Scorecard and targets to support CPF design;
- **One WBG Partnerships:** WBG partner collaboration through Country Compacts and the Global Collaborative Co-Financing Platform;
- **Public-private solutions:** supporting a WBG approach to private capital enabling and mobilisation, including the Guarantee Platform and the Private Sector Investment Lab; and
- **One WBG Knowledge:** Positioning the Bank's global expertise to support operations through WBG Knowledge Verticals and Country Diagnostics.

This MTR does not address IFC-led reforms nor reforms linked to corporate functions, including budget, human resources, procurement and safeguards.

MTR Approach

The MTR addresses the following five questions:

- (1) What was committed? What progress has been achieved in implementing these commitments?
- (2) To what extent do these actions provide a credible response to the areas for attention?
- (3) To what extent are these actions likely to contribute to organisational effectiveness?
- (4) What potential risks and limitations should be considered as the reforms mature?
- (5) To what extent have these reforms been implemented in a way that promotes sustainable change?

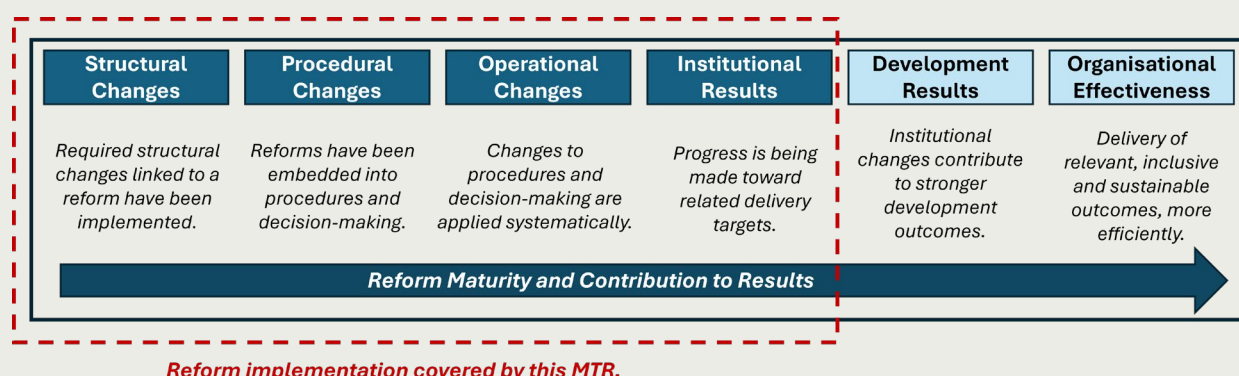
In answering these questions, the MTR considers the extent to which reforms have progressed from initial structural and procedural changes to being reflected in actual operations and making progress towards targeted institutional results:

- **Structural changes** refer to the creation of new units, teams and management structures;
- **Procedural changes** refer to updates in directives, procedures, guidance and decision-making structures;

- **Operational changes** refer to the application of new procedures and changes in actual ways of working; and
- **Institutional results** refer to targeted changes expected to be achieved through the reform actions, including for scale, processing time and uptake of new systems.

These changes need not occur sequentially and reform initiatives need not address each factor. However, reforms will generally need to deliver targeted structural, procedural, and/or operational changes to demonstrate progress toward institutional results. The MTR does not consider the impact of the reforms on organisational effectiveness, including their contribution to enhancing development results (Figure 5).

Figure 5. MTR Model of Reform Implementation and Results



Source: MOPAN

The MTR was conducted using a **mixed methods approach**, triangulating evidence from multiple sources to identify findings and conclusions presented in this summary report. Data analysis involved inductive and deductive coding of evidence from the following sources:

- **Evidence from public and selected non-public official documents:** The assessment was informed by the review of over 150 official WBG sources such as Development Committee papers, Board materials and meeting minutes, budget documents, policies and strategies and IEG evaluations.
- **Written feedback from World Bank teams:** Written feedback from World Bank teams to address information gaps following an initial review.
- **A review of ten recently approved CPFs:** These included the CPFs for Argentina, Ethiopia, India, Kazakhstan, Niger, Pakistan, Papua New Guinea, PIC9 (a regional CPF for the South Pacific Islands), Poland and Yemen
- **Interviews with selected stakeholders:** Interviews with 34 members of WB management and country management units.

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