



The World Bank

Operations Evaluation Department

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Contact: Vivian R. Jackson

Tel. (1-202) 473-0981

Email: vjackson4@worldbank.org

Global Programs Must Focus More Sharply on Global Public Goods and Complement Bank Country Assistance

The World Bank's Operations Evaluation Department (OED), the independent evaluation office within the Bank, has released its second phase report on the effectiveness of the Bank's participation in Global Programs.

The report, "Addressing the Challenges of Globalization," finds that although Bank Management has adopted a number of organizational and procedural changes to improve the management of global programs since OED's first phase report, linkages between global programs and country operations remain weak. The Bank has been working well with external partners on a program-by-program basis, but developing countries and the Bank's operational regions are inadequately represented in the "international consensus" and underlying global programs. The Bank now needs to improve the linkages between global program priorities and its clients' needs.

"This study looks across global programs to draw cross-cutting lessons about the design, implementation and evaluation of global programs," said Gregory K. Ingram, Director General of Operations Evaluation for the World Bank. "Focusing on the Bank's role and effectiveness in global program partnerships will allow the Bank to work with its partners to implement a global strategy and financing plan focused on sustainable poverty-reducing growth and on genuine global public goods of benefit to the poor."

Global Programs

Global Programs are a mix of Global Public Goods programs and multi-country programs. Global Public Goods programs are funding research and development of new products and technologies; financing country-level investments (e.g., to reduce emissions of ozone-depleting substances and carbon dioxide and to conserve biodiversity of global value); and strengthening approaches based on global knowledge, norms and standards (e.g., to communicable diseases such as HIV/AIDS, TB, and malaria). Such activities are best conducted at the global level, and they complement the Bank's country level activities.

But evidence is lacking that many of the remaining, often multi-country programs pass the subsidiarity test: that they are generating and disseminating new knowledge, building capacity, and improving donor coordination more efficiently or more effectively than Bank country programs. Governance and

management of multi-country programs are improving, but their unclear objectives, roles, and responsibilities weaken their accountability for results.

Effectively involving developing countries in governance increases program relevance, ownership, and development effectiveness, but remains a challenge. Moreover, accountability often de facto rests with the permanent members of program governing bodies, typically donors and international organizations. Finally, for most in-house programs, the Bank lacks independent oversight outside the line management of the vice presidency handling the program.

The Report recommends that Management should:

- Formulate - in consultation with UN agencies, donors, developing countries, and other partners - a global strategy for these programs.
- Develop a financing plan for high-priority programs, particularly those providing genuine global public goods in the form of global policies, new products, technologies, knowledge, or practices of benefit to the poor.
- Improve, streamline, and clarify the Bank's approval, oversight, evaluation, and exit/reauthorization criteria for global programs.
- Work with its global partners to routinely apply to all Bank-supported global programs international standards of good governance, management, results-orientation, and evaluation.

Background

Global programs are an important and growing line of business for the Bank. The Bank manages by far the largest stock of trust funds among international organizations – \$7.1 billion at the end of FY04 (not including HIPC and IFC trust funds), of which 64 percent were committed for global and regional programs. The 26 programs reviewed in Phase 2 of OED's global evaluation were representative of – and included 90 percent of the annual expenditures of – the 70 Bank-supported global programs in FY02 when the Phase 1 Report was completed.

This report completes the second phase of the Operations Evaluation Department's independent evaluation of the World Bank's involvement in global programs. The first phase report, "The World Bank's Approach to Global Programs", focused on the strategic and programmatic management of the Bank's global portfolio of 70 programs in five Bank networks. The second phase report, based on case studies of 26 global programs, derives additional lessons for their overall management; it also derives lessons for the design and management of individual programs. All publicly disclosed reports will be posted to the OED website: <http://www.worldbank.org/oed/gppp/>

The Operations Evaluation Department (OED) is an independent unit within the World Bank; it reports directly to the Bank's Board of Executive Directors. OED assesses what works, and what does not; and the lasting contribution of the Bank to a country's overall development. The goals of evaluation are to learn from experience, to provide an objective basis for assessing the results of the Bank's work, and to provide accountability in the achievement of its objectives. It also improves Bank work by identifying and disseminating the lessons learned from experience and by framing recommendations drawn from evaluation findings.