

**DFID'S WORLD BANK INSTITUTIONAL STRATEGY (2004):
WORKING WITH THE WORLD BANK TO BECOME MORE
EFFECTIVE PARTNERS**

AN END OF CYCLE REVIEW

International Financial Institutions Department, DFID
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Introduction

The World Bank is owned and funded by its 185 shareholder countries. The UK is the fourth largest shareholder. The Bank Group has three main arms: the International Bank for Reconstruction and Development (IBRD) provides loans to creditworthy developing countries; the International Development Association (IDA) provides grants and highly concessional loans to the poorest countries; the International Finance Corporation (IFC) provides financing for private sector enterprises.

Institutional Strategy Papers (ISPs) set out the framework for DFID's engagement with multilateral agencies. DFID's second ISP for the World Bank Group was published in September 2004. It set out how the UK Government would work with the World Bank over the next three to four years to achieve its over-arching objective of contributing to the elimination of poverty.¹

The ISP identified fifteen objectives (grouped under eight subject areas) which DFID planned to pursue through the mechanisms set out in Section D of the paper. This end-of-cycle review gives an indication of progress against those objectives. A summary assessment of progress against the 55 indicators of performance was made based on quantitative and qualitative information. Each indicator is scored as one of:

- Fully Achieved
- Largely Achieved
- Partly Achieved
- Not Achieved
- Data not available

An aggregate rating using the same categories is then applied to the overall objective covering the group of indicators. Of the 15 objectives, one was fully achieved, one is expected to be fully achieved, eight largely achieved, four partly achieved and one not achieved.

The period covered by the ISP spans three Bank Presidents: James Wolfensohn initially, followed by two years under Paul Wolfowitz, and then Robert Zoellick. Despite this period of sometimes turbulent change, the Bank has remained a leading multilateral institution whose funding, knowledge, and leadership continue to ensure it makes a valuable contribution to the MDGs.

¹ <http://www.dfid.gov.uk/pubs/files/ispworldbank2.pdf>

ASSESSMENT AGAINST OBJECTIVES

1. *Focus on Results*

Objective: To monitor and support the deepening and full implementation of the Bank's results-based system

Assessment: Largely Achieved

1. Achieving results – changing the lives of poor people for the better – must be at the heart of the Bank's work. It needs to inform all of the Bank's work – its strategy and policy, its programme and project decisions.

2. The 'Managing for Development Results' action plan agreed in 2003 aimed to do three things

- to strengthen developing country governments' capacity to deliver results and domestic accountability to their citizens;
- to improve and report on the Bank's contribution to achieving results through its own programmes; and
- to agree on common results-based approaches that all development agencies would use.

3. The Bank developed a results measurement system (RMS) to track outcomes at country level and IDA's contributions to those outcomes. A set of 14 indicators were agreed that the Bank would monitor regularly. These cover growth and poverty reduction, public financial management, investment climate, infrastructure, and human development.

4. It was clear from the outset that the quality of countries' statistics would be an important factor in making this system effective and in many cases, countries were starting from a very low base. To address short-term needs, the Bank launched a pilot Accelerated Data Programme for Africa (ADP) in 2006, focusing on the household surveys and censuses, and providing estimates of many MDG indicators. As part of its efforts to address the longer term needs, the Bank signed up to the Marrakech Action Plan for Statistics – a global initiative, also supported by the UK, to improve the availability of reliable national statistics.

5. Overall, while there has been progress on improving national statistics in the last few years, it has been far from sufficient. Increased and sustained efforts are needed, with more resources, if countries are to establish the capacity to collect reliable statistics on a regular basis. The UK used the IDA financing negotiations in 2007 to press the Bank to agree to concerted action to strengthen their work in this area.

6. In terms of its own strategies and programmes, the Bank is making good progress on identifying and reporting on IDA's contribution to country outcomes. New Country Assistance Strategies (CASs) set out clearly the results that are anticipated from the Bank's assistance, and this is mirrored at

the project level, with improvements being seen in the clarity of the objectives and the results frameworks. Progress still needs to be made on establishing baselines and ensuring high quality reporting.

7. To instil a strong results culture within the Bank, a Results Steering Group was set up with representatives from all Bank Networks and Regions. Its responsibilities include communicating the agenda and monitoring improvements in the practical application of results frameworks. The Group has scaled up training activities for both Washington and country office staff. DFID is continuing to push for a strengthened culture of managing for results within the Bank. Clear and sustained management commitment, different staff incentives and more staff time spent in-country are critical elements in bringing this about.

8. More broadly, as well as contributing to international initiatives on statistics and managing for development results, the Bank is working with other multilateral development banks to share experience and improve practice. A Common Performance Assessment System (COMPAS) has been developed, which should help to produce a sharper results focus in the work of all the banks.

2. *Strengthening Country-Owned Poverty Reduction Strategies*

Objective 2a: To strengthen alignment of World Bank support with PRSs in IDA countries, and national development plans in MICs

Assessment: Largely Achieved

9. Over the past 6 years, many low-income countries have developed and implemented national poverty reduction strategies (PRSs). At present, 51 countries are implementing them and 10 have completed a second PRS.

10. In 2005, the Bank did a review of PRSs with the IMF. It noted the importance of country-led processes and ownership of the development agenda, and that the principles underpinning the PRS approach had the potential to provide a useful framework for mutual accountability between governments, local stakeholders and donors (including multilateral agencies). The review highlighted a number of ways in which the PRSs could be improved. These included giving more weight to economic growth; integrating the PRS development with existing national processes such as formulating the budget; and giving more weight to regional issues, particularly in smaller and landlocked countries.

11. The Bank has taken action to bring its assistance in line with national poverty reduction strategies. In January 2005, new internal guidelines were issued requiring all CASs to be based on “the country’s vision of its developmental goals”. And CAS Completion Reports (CASCRs) assess the extent to which the CAS is aligned with the country strategy as a measure of performance.

Objective 2b: To support the implementation of country owned PRSs by working in ways that strengthen national and local level systems of policy analysis and planning (including assessment of the social and environmental impact of policy), budgeting and public financial management, monitoring and evaluation. This should involve working with partners to improve the focus on results and to support country led processes which enhance domestic accountability

Assessment: Largely Achieved

12. The Bank has provided technical and financial assistance to help countries design and implement their national PRSs. Examples of this include support to expand participatory processes in areas such as poverty analysis, public expenditure management, and evaluation of public services. The Bank decided on a new instrument called Poverty Reduction Support Credits (PRSCs). This was used to provide budget support to help governments implement their PRSs.

13. Strengthening, rather than bypassing, country systems is one of the guiding principles of the Bank's Governance and Anti-Corruption (GAC) strategy which was endorsed in April 2007. On the use of country systems, the GAC strategy notes that the Bank "can rely on self-standing 'ring-fenced' projects as a straightforward way of addressing fiduciary risks, but the developmental advantages of using country systems – where circumstances are appropriate – are large and sustainable. The use of country systems can reduce costs for the government and the Bank, enhance capacity, increase country ownership and project sustainability, and facilitate harmonization."

14. In practice, the Bank has made limited use of country systems in poorer countries, in keeping with many other donors. In the 2006 Baseline survey for the Paris Declaration on Aid Effectiveness the Bank scored just above average on the commitments for the use of country systems. It recognises it needs to make more progress. It is supporting a number of initiatives, including the Public Expenditure Financial Accountability (PEFA) partnership, which helps countries to improve their systems.

3. *Joining Up at Country Level*

Objective 3a: To ensure that World Bank staff incentives and training programmes adequately reflect the importance of increased harmonisation, and the need to form effective partnerships with other donors, Parliamentarians, and civil society

Assessment: Partly Achieved

15. The Bank has committed itself to being a better partner, recognising the value of working with others and that it has dominated the development debate in some cases. It signed up to the Paris Declaration on Aid

Effectiveness in March 2005 and has taken some actions to institutionalise better practice. For example, the Bank included indicators on partnership working in the Key Performance Indicators (KPIs) for senior management working on country programmes. Performance against these indicators is monitored and the findings forms part of the Bank's annual budget process, providing a real incentive to improve practice.

16. The Bank is putting effort into sharing practical experience across sectors and regions, and on developing "soft" skills such as relationship-building, as part of its efforts to improve. In July 2005, demonstrated success in working with partners was included in promotion assessments at senior technical and managerial levels (Levels GH and GI). This is a strong incentive, though the impact will take time to work its way through the system. However other Bank staff are evaluated for their work on these issues only if they or their managers raise this as a criterion in performance evaluations.

17. Many Bank staff continue to be based in Washington, constraining the opportunities for joint working with other donors. The UK has pressed for increased decentralisation of more senior staff to enable the Bank to perform better, and secured commitments during the IDA 15 negotiations.

18. Overall progress on working in partnership is patchy, and performance across different countries and sectors remains highly variable. Bank processes continue to focus too much on project approval and disbursement. The UK and other donors have consistently pressed Bank management to take action, particularly in the area of staff incentives.

Objective 3b: To ensure the Bank operationalises its Rome commitments on harmonisation

Assessment: Partly Achieved

19. The Rome commitments were superseded by the agreements made at the High-Level Forum (HLF) in Paris in 2005 to which the Bank signed up. In November 2006 the Bank reviewed its performance against the Paris indicators. It showed that it was on course to meet the targets for aid predictability and coordination of technical cooperation, and had made good progress on increasing lending through programme-based approaches and using strengthened national systems for financial management.

20. The assessment also acknowledged three areas where they were lagging, and where increased efforts were required. These were:

- carrying out more of its analytical work jointly with other donors;
- carrying out more country visits jointly with other donors (to lessen the demands on governments); and
- avoiding creating special units to manage projects (project implementation units) rather than working through existing structures.

21. An area where there has been good progress is phasing out Consultant Trust Funds (CTFs). These funds were tied to recruiting consultants from particular countries. The last disbursements were made in 2007.

Objective 3c: To press the World Bank to continue the process of decentralising its staff and functions, particularly country directors, technical specialists and task managers.

Assessment: Largely Achieved

22. Staff based in-country better understand the context and political economy of the work that the Bank supports. They are also better placed to join the policy dialogue that government has with its partners, support country ownership and work effectively with other donors.

23. The Bank has made steady progress on decentralising its staff and programme management over the last decade. Gains have been made in the number of tasks managed in-country and the number of Country Directors based outside of Washington. However, progress has been insufficient, particularly in fragile states, where an effective presence is especially important given the low capacity of governments and high political volatility which present additional challenges.

24. The UK has pressed the Bank for some time to base more of its staff in-country, with sufficient authority, particularly in Africa. The Bank responded with significant commitments in 2007; it will increase the number of internationally recruited staff in Africa by over 50% by June 2008 (compared to June 2006) and to move towards a situation where the majority of projects are managed in country.

4. *Working in Difficult Environments*

Objective: To ensure that the Bank recognises the need to support development in difficult environments – both LICs and MICs – and is equipped to do so

Assessment: Largely Achieved

25. The Bank has become a key player during the reconstruction phase in countries coming out of conflict. The Low-Income Countries Under Stress (LICUS) initiative, launched in 2002, enabled it to contribute to macroeconomic stability, build physical infrastructure and help with the provision of basic social services.

26. In January 2006, the Board endorsed a new, more differentiated approach to the Bank's assistance in fragile situations. It identified four broad categories: post-conflict or political transition; gradual improvement; deterioration; and prolonged crisis or impasse. This was an improvement on

the LICUS initiative approach. But recognising that it should go further, a new package of measures was agreed in February 2007 including

- i) increased field presence in fragile states and improving staff incentives to encourage this;
- ii) establishment of callable surge capacity (ie staff who can be deployed quickly as situations change); and
- iii) provision of institutional back-up to operations in fragile states, including additional guidance, lesson learning and rapid response teams.

27. The Bank's performance on the management of multi-donor trust funds has been patchy. The Bank has often been slow to mobilise sufficient staff, and allowed procedural differences with others, particularly the UN agencies, to delay work, for example in Sudan. The Bank has learnt from this experience, and the Afghanistan Reconstruction Trust Fund has become a very effective means of coordinating donor support to the government. Improved procedures for rapid and effective response to crisis and emergencies were agreed in February 2007. These better align the Bank with an emerging international consensus on the challenges of engagement in fragile states, and supporting its complementary role to other partners, including the UN and regional organisations.

28. IDA has allocated about \$17 billion to fragile states over the last decade (19% of its resources). The effectiveness of this assistance was a key theme for the IDA 15 replenishment. A number of changes were agreed:

- (i) extending the period of extra assistance for post-conflict states from 7 to 10 years;
- (ii) extending the period of extra assistance for post-crisis states from 3 to 5 years; and
- (iii) a framework for exceptional arrears clearance allocations so countries can access new resources and debt relief.

These changes are expected to provide an additional \$1.5 billion for fragile states during the IDA 15 period.

29. The Bank has also worked closely with others to produce the "Principles for Good International Engagement in Fragile States" that were adopted by OECD development ministers in 2007

30. Since 2003 DFID has been working with the Conflict Prevention and Recovery (CPR) Unit of the Bank to strengthen the way conflict issues are integrated in Poverty Reduction Strategies. In 2006, the Unit completed a review of nine conflict-affected countries which helped to increase knowledge of the causes and consequences of violent conflict. The second phase of work, which will be completed shortly, is to identify good practice on how to develop and implement PRSs in conflict-affected countries. This will enable new guidance to be produced for Bank staff and other agencies.

5. Appropriate Financial Instruments

Objective 5a: To encourage the Bank to make greater use of predictable multi-year programmatic lending in support of national poverty reduction and sectoral development strategies

Assessment: Largely Achieved

31. A new policy for development policy operations (DPOs or budget support) was adopted in August 2004, replacing previous policies and instruments. It makes clear that programmes should reflect consultation with the stakeholders in the country, and include a results framework that allows adequate monitoring and evaluation. At the same time, the ceiling on the proportion of the Bank's assistance that could be provided as policy-based financing (25%) was lifted. Since then, the share of the Bank's assistance provided in this way has fluctuated. In 2006, it was around a third of IBRD's assistance and about a quarter of IDA's.

32. In November 2006, the Bank proposed a framework for determining whether a country is ready to make good use of a DPO, which received broad support. The framework helpfully avoids setting minimum standards and will be applied flexibly according to the country context and likely development benefits. The UK welcomed this overall approach, noting the evidence that DPOs can work well in a range of different contexts.

33. Since 2001, the Bank has supported several IDA countries through Poverty Reduction Support Credits (PRSCs). PRSCs are typically annual operations covering key areas of the PRS. They are usually set within a medium-term framework, and offer predictable support if the government continues to implement their agreed programme. Disbursements are increasingly aligned to national budget cycles, though there have been some problems in a few countries in achieving this goal.

Objective 5b: To press the Bank to ensure continued progress in streamlining its use of conditionality, monitor the impact of its programmes, and respond appropriately

Assessment: Largely Achieved

34. In 2005, following calls led by the UK, the World Bank undertook a wide-ranging review of its policy and practice in the use of conditionality. The review found that there had been significant changes in the Bank's approach to conditionality. These included a reduction in the number of conditions used, and a shift from economic policy conditions towards conditions related to governance and public finance management. The review recommended new guidance for staff in applying conditionality to ensure the Bank's practice was consistent with the new policy guidance agreed in 2004, which put an end to the Bank's use of prescriptive conditionality and emphasised the importance of ensuring and supporting national ownership.

35. At the September 2005 Annual Meetings the Bank adopted five new good practice principles on conditionality. They are (i) ownership (ii) harmonisation (that is agreeing common approaches with other donors) (iii) customisation (that is tailoring conditions to a country's circumstances) (iv) criticality (that is only using conditions that are essential for the success of the programme) and (v) transparency and predictability. The Bank agreed to report on progress after one year.

36. At the second attempt, the Bank produced a thorough and candid progress report in November 2006. It noted good progress and used the findings to make recommendations on how the Bank could improve its practice further. They included avoiding using conditions in sensitive policy areas – such as privatisation and trade liberalisation – if government ownership is uncertain or the political environment is fragile. The report also recommended that the Bank release its analytical work earlier to allow for debate on possible policy options. It also said that the number of benchmarks – actions used to monitor progress but which do not trigger release of funds – should be reduced. The Board accepted all of these recommendations.

37. The Bank produced a second progress report for the Board in December 2007. The report reflected consultations with developing country governments, civil society and other donors. It confirmed that the Bank was implementing the good practice principles and had reduced the use of potentially sensitive conditions. It highlighted the Bank's support to reforms such as reducing user fees and introducing new subsidies, demonstrating that the Bank's approach to reforms is customised to country circumstances. It also agreed to make its conditionality database available on demand.

38. During the IDA 15 replenishment negotiations, the UK worked closely with other countries to secure agreement from the Bank on additional measures on conditionality. There will be two further reviews of progress on conditionality by the end of 2009, one of which will be carried out by the Independent Evaluation Group, which reports directly to the Board and is independent of Bank management. The Bank will also undertake a review of the extent to which local capacity is being used in the Bank's analytical work.

39. In 2006 the IFC Board approved a new Safeguards Policy on Social and Environmental Sustainability following a review and extensive consultations. During this period the World Bank also updated its forestry and indigenous peoples' safeguards. New versions of the World Bank Group's Environmental, Health, and Safety Guidelines came into force in April 2007.

Objective 5c: To support and monitor the Bank's participation in the development of good-practice PSIA, and ensure that these are used to inform the choice and formulation of any reforms recommended, or conditionality imposed, by the Bank, where significant distributional impacts are likely

Assessment: Largely Achieved

40. Around 40 PSiAs (Poverty and Social Impact Assessments) have been conducted by the Bank. These range from reform of electricity tariffs in Rwanda and Ghana, local government taxation in Tanzania, land reform in Zambia and primary education reform in Mozambique. These PSiAs have helped shape government policy and Bank support. The Bank has produced specific notes on PSiA approaches for assessing the distributional impact of reform across 13 different sectors including land, trade and utilities.

41. The Bank, supported by DFID, continues to work to expand the use of PSiA and move further towards country leadership of PSiA by:

- Publishing the World Bank User's Guide to PSiA to assist governments, research institutes and World Bank staff understand how to go about this type of analysis.
- Disseminating examples of specific tools and case studies. The PSiA website provides information on current work both in the Bank and in other agencies.
- Preparing detailed guidance on PSiA tools and methods and updating that guidance in light of evolving practice. The PSiA Tools for Institutional, Political and Social Analysis (TIPS) source book was produced in 2007 with the involvement of DFID and others.
- Working to develop new tools where current techniques are weakest, such as on macroeconomic reforms.

42. The IDA 15 negotiations highlighted the importance of doing PSiAs early to inform programme design. The Bank agreed that analysis should be integrated into national PRS processes, be used to inform policy choices and be disclosed wherever possible. During the IDA negotiations, it was stressed that appropriate use should be made of analytical capacity within developing countries. The upcoming Independent Evaluation Group review of the World Bank's PSiA work and the review of Bank budget support will further contribute to improving the effectiveness and quality of the Bank's PSiA work.

6. Delivering on Debt Sustainability and Providing Finance on the Right Terms

Objective: To press the Bank to continue to move forward in implementing the Heavily Indebted Poor Countries (HIPC) Initiative and in establishing a clear, forward-looking, strategy for maintaining future debt sustainability in low-income countries

Assessment: Largely Achieved and expected to be Fully Achieved

43. Major progress has been made on improving the prospects of debt sustainability in low-income countries, with the agreement of the Multilateral Debt Relief Initiative (MDRI) in April 2006. The MDRI cancels 100% of the debts to IDA by countries that complete the Heavily Indebted Poor Countries

(HIPC) process. Under HIPC and MDRI, IDA could cancel over \$36 billion worth of debt.

44. 44 countries could benefit from this exceptional debt cancellation. By February 2008, 23 countries had completed the process, and a further 10 were receiving temporary relief. The Bank estimates that debt relief under HIPC and the MDRI allowed poverty-reducing expenditures (e.g. on health, education and sanitation) in HIPC countries in 2006 to be more than five times total debt service payments on average.

45. Despite the substantial progress for countries with strong track records on poverty reduction, progress elsewhere has slowed. Countries with weak governance, often affected by recent or continuing conflict, have struggled to build the track record necessary to qualify for relief or implement the agreed actions to complete the HIPC process. The Bank has adopted a flexible approach, agreeing waivers where some actions were not completed, but progress was otherwise good eg for Malawi and Zambia. It also worked with its shareholders to find a solution to the problem of Liberia's arrears, which were preventing it from accessing debt relief. The Bank also agreed to remove the sunset clause on the HIPC Initiative – the previous deadline for HIPC qualification was the end of 2006. This has allowed Afghanistan for example to qualify, and it means that countries such as Ivory Coast and Togo have a chance to benefit in the future.

46. The World Bank and the IMF have played a central role in developing the new Debt Sustainability Framework (DSF) for low-income countries. This enables both borrowers and lenders to take better informed decisions on new loans. It recognises both the need for countries to access financing to invest in poverty reduction and economic growth and the need to avoid future debt problems. The DSF has been adopted as the basis for deciding the terms of the Bank's assistance under IDA, determining whether a country should receive grants, concessional loans or a mixture of the two.

7. *Scaling Up Progress Towards the MDGs*

Objective 7a: To promote the promotion by the Bank of good practice in public and public/private provision of infrastructure and social services

Assessment: Fully Achieved

47. Established by DFID, Japan and the World Bank, the Public Private Infrastructure Advisory Facility (PPIAF) aims to overcome two major constraints to the provision of sustainable infrastructure: (i) the lack of appropriate policies, laws, regulations and institutions for private involvement in the financing and operation of infrastructure; and (ii) the weak capacity of governments to regulate and control the private sector. Managed by the Bank, PPIAF provides technical assistance to developing countries, and promotes best practices on public-private partnerships (PPPs). A PPIAF

publication, *Gridlines*, was launched in 2006 to share emerging knowledge on PPPs. It has covered around 30 topics to date.

48. The Bank has also played a central role in shaping the Global Partnership on Output-Based Aid. This is a new way of delivering aid that ensures that public investment in basic infrastructure is targeted at those most in need, disbursing funds only when services are delivered. To date GPOBA has agreements with providers to deliver basic services such as water, electricity and sanitation to over 800,000 poor people.

49. The Private Infrastructure Development Group – comprised of the World Bank Group, DFID and five other development agencies – has established five facilities to help address market failures in infrastructure and encourage private sector investment. These have been extremely successful in helping to mobilise additional private investment in developing countries – over \$2.6 billion in private sector investment, leveraging donor funds by approximately 11 to 1.

Objective 7b: To press for greater alignment of Bank Group private sector activities with PRSs and CASs, and increased coordination and impact of non-commercial activities, including with other donors

Assessment: Partly Achieved

50. Some progress has been made. IFC and Multilateral Investment Guarantee (MIGA) activities are included in Bank Country Assistance Strategies (CAS) though they need to be more closely aligned to IBRD/IDA country level objectives. Collaboration between IFC and IBRD/IDA in private sector development needs to be improved. A central vice-presidency for Financial and Private Sector Development (FPD) was established in 2006. This is a joint IBRD-IFC-MIGA division, responsible for coordinating Bank and IFC technical assistance for financial and private sector development.

51. The annual *Doing Business* report, a joint IBRD-IFC publication, looks at how regulations help or hinder business in 178 countries. As evidence of coordination within the Bank Group, a specialised 'Doing Business Reform Unit' has been established to respond to the increased demand for assistance in this area from partner governments.

8. *Delivering on Monterrey*

Objective 8a: To press the Bank to demonstrate robust support for increased aid absorption based on sound analysis, by helping partner governments to assess a range of capacity constraints, and suggesting plans for tackling them

Assessment: Not Achieved

52. The target progress against the indicators chosen for this objective has not been achieved. The Bank guidelines for helping countries manage increased aid flows were not widely used, and the work in pilot countries did not take place. However, the Bank has taken other action to help countries make best use of increased assistance.

53. The Bank has promoted the Results, Resources, and Partnership (RRP) process as a means to encourage countries to articulate more results-oriented development strategies with cost estimates, to provide a framework for donors to increase development finance. It has also provided substantial financial and technical support to strengthen public financial management in many countries, enabling governments to manage and account for resources more effectively.

Objective 8b: To work with the Bank and other shareholders to make progress on all aspects of the Voice agenda

Assessment: Partly Achieved

54. IDA financing negotiations have included borrower representatives, to provide developing country perspectives on the role the Bank should play and articulate their priorities on how the Bank needs to improve its effectiveness.

55. There was also good progress on disclosure. In March 2005 the Bank Board approved a revised policy, moving towards the presumption of disclosure. Nearly all Bank documents are now publicly disclosed. In 2006 the Bank released for the first time its detailed Country Policy and Institutional Assessment (CPIA) scores, which are an important determinant in the way IDA allocates resources. About 100 Public Information Centres (PICs) have been established around the world.

56. There has been some progress on developing better working relationships with civil society, but to the best of our knowledge the Bank has not identified a formal indicator for monitoring progress.

57. There has been no progress on reforming the selection of the World Bank President and little on increasing developing country voice at the Board. A comprehensive options paper was submitted to the Board in October 2007. At the April 2008 Spring Meetings ministers decided on a target of the 2009 Spring Meetings for a package of measures to be agreed.