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Folder Title: President Wolfensohn - Briefing Book for President's Meetings and Events - Slides for Quality at Entry and Quality Assurance Group - April 2, 1997

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Series: Meeting and event briefing materials

Dates: 04/02/1997 – 04/02/1997

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Fonds: Records of the Office of the President

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THE WORLD BANK

Washington, D.C.

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Slides for Quality at Entry and Quality
Assurance Group

Wednesday, April 2, 1997
4:00 - 5:00 p.m.
Room E1227

DECLASSIFIED
WBG Archives



R2002-036

Other #: 34

Box #: 186484B

President Wolfensohn - Briefings Books for Presidents Meetings - Meeting Materials
Slides for Quality at Entry and Quality Assurance Group - April 2, 1997



30487601

Archive Management for the President's Office

Document Log

Reference # : Archive-01321

*With in
Program*

Edit

Print

A. CLASSIFICATION

☒ Meeting Material
☐ Trips
☐ Speeches

☐ Annual Meetings
☐ Corporate Management
☐ Communications with Staff

☐ Phone Logs
☐ Calendar
☐ Press Clippings/Photos

☐ JDW Transcripts
☐ Social Events
☐ Other

B. SUBJECT: <postponed due to P. Garg 4/2> MEETING: QUALITY AT ENTRY AND QUALITY ASSURANCE GROUP (N)
VENUE: E1227 (CONF. RM.)
CONTACT: MYRNA ALEXANDER @ 33262
IN ATTENDANCE: JDW, CKW, GK, MYRNA ALEXANDER, PREM GARG, KATHY SIERRA, T. HUSAIN, A. THIEME, PEDRO BELLI, HANY
(B) MYRNA ALEXANDER & PREM GARG // DUE: FRIDAY, FEB. 14 C.O.B. // 2/18- ADVISED THAT THERE IS NO BRIEFING MATERIAL FOR THIS MEETING 2/19- RESCHEDULED FROM FEB. 20 //3-5 RESCHEDULED FROM 3:30 P.M. ON 4/4 - PER CKW // 3/12 - RESCHEDULED AT THE REQUEST OF G.KAJI
EXC: HANY (ALI 1/26)

DATE: 04/02/97

C. VPU

Corporate

☐ CTR
☐ EXT
☐ LEG
☐ MPS
☐ OED
☐ SEC/Board
☐ TRE

Regional

☐ AFR
☐ EAP
☐ ECA
☐ LAC
☐ MNA
☐ SAS

Central

☐ CFS
☐ DEC
☐ ESD
☐ FPD
☐ FPR
☐ HRO

Affiliates

☐ GEF
☐ ICSID
☐ IFC
☐ Inspection Panel
☐ Kennedy Center
☐ MIGA

D. EXTERNAL PARTNER

☐ IMF
☐ UN
☐ MDB/Other IO
☐ NGO
☐ Private Sector

☐ Part I
☐ Part II
☐ Other

E. COMMENTS: TO BE RESCHEDULED

File Location ☐ EXC ☐ IISC ☒ Archives	Cleared By Hany Assaad	Date: 04/22/97
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Quality Assurance Group
And
Quality at Entry



Assessing Quality at Entry

Work Program

- ◆ Portfolio Improvement Program
- ◆ Quality Assessment Program
 - * Quality at Entry
 - * Supervision
 - * Economic and Sector Work
- ◆ Measuring Operational Effectiveness



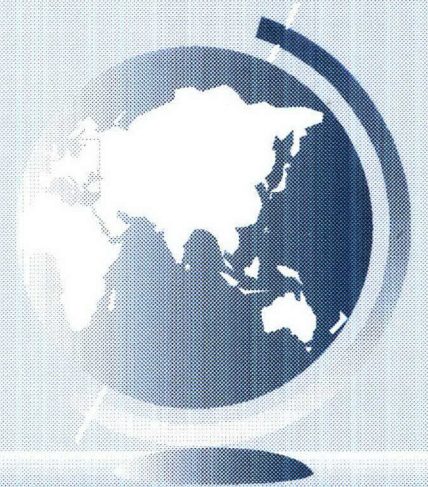
Our Approach

- ◆ Small core staff. Use of customized panels of respected Bank and non-Bank professionals for each assignment
- ◆ Selective but thorough assessments. QAG assessments not a clearance function
- ◆ Close interaction with task teams, borrowers, beneficiaries and stakeholders
- ◆ Use results to leverage change in partnership with OED, LLC, EDI and Networks



Quality at Entry

- ◆ How do we assess quality at entry?
- ◆ Our findings so far
- ◆ How we are using our findings
- ◆ An example from LAC
- ◆ What's next?





How do we assess quality at
entry?

Quality at Entry Assessments

- ♦ Assess 50 projects/year
 - * 20 before Board
 - * 30 between 1-2 years after board
- ♦ Random but focused on potential problem areas
- ♦ Post-Board assessments include field visits to get Borrower and Stakeholder perspectives

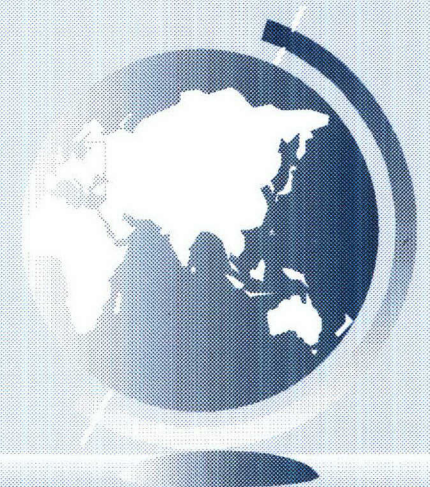
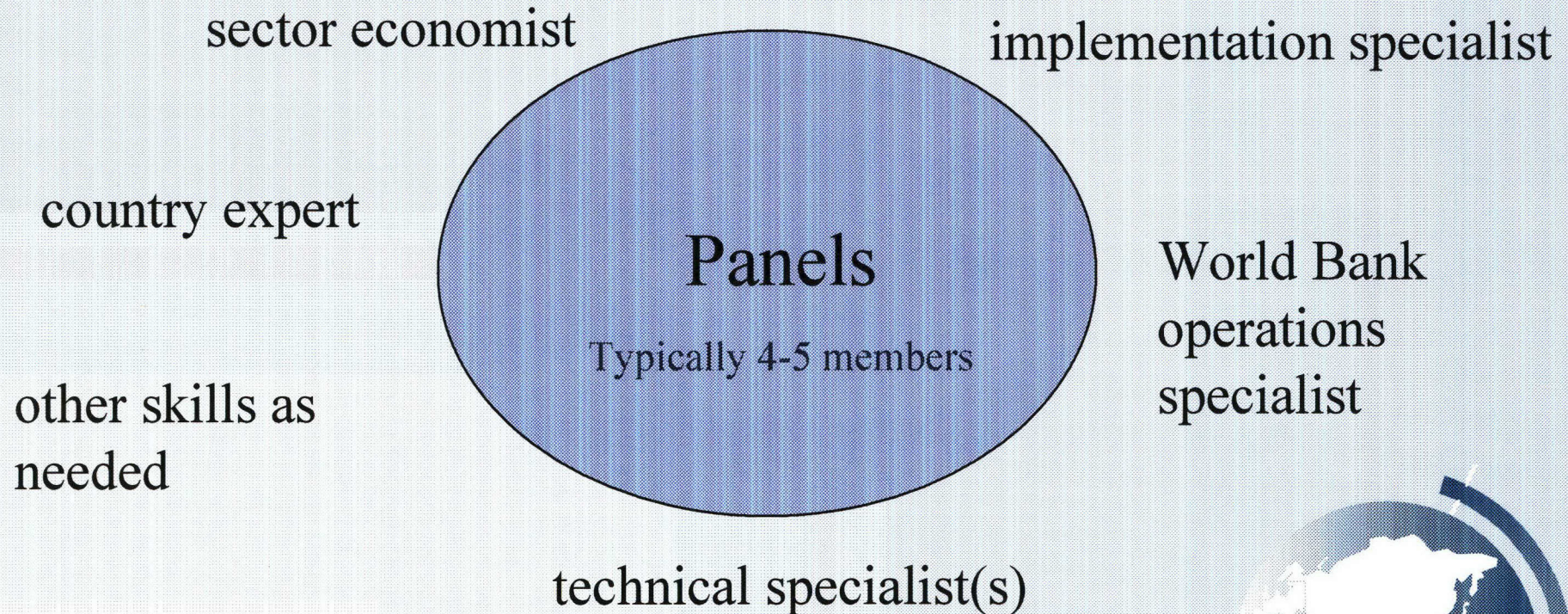


The Assessment is carried out by a Panel which...

- ◆ Combines technical economic and country skills



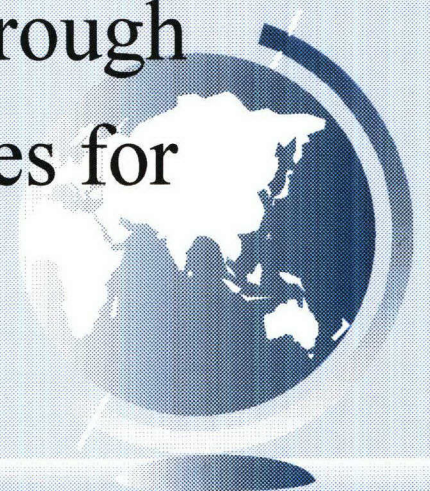
Assessment Panel Skills



As part of the change agenda...

QAG's mandate is to promote consistently high Bank performance

- ♦ by enhancing accountability through independent assessments of Bank work in real time
- ♦ by supporting systemic change through early identification of opportunities for improving quality



Why QAG?

- ◆ Operational quality is not what it could be
- ◆ While we cannot always ensure successful project outcomes, we must ensure consistently high Bank performance
- ◆ The Bank's change agenda aims at improving performance

QAG is part of this change process...



Quality Assurance Group

◆ Overview of the Quality Assurance Group

- * Mandate
- * Approach
- * Work Program

◆ Quality at Entry



More Quality at Entry Assessments are coming

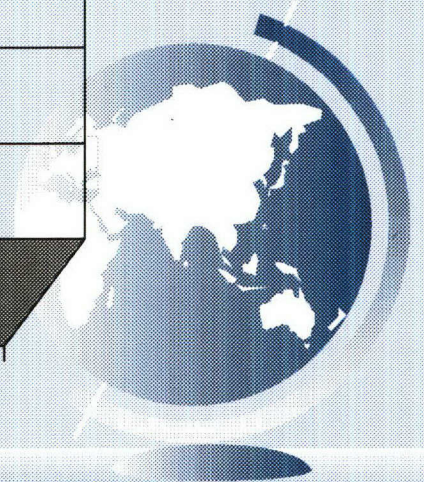
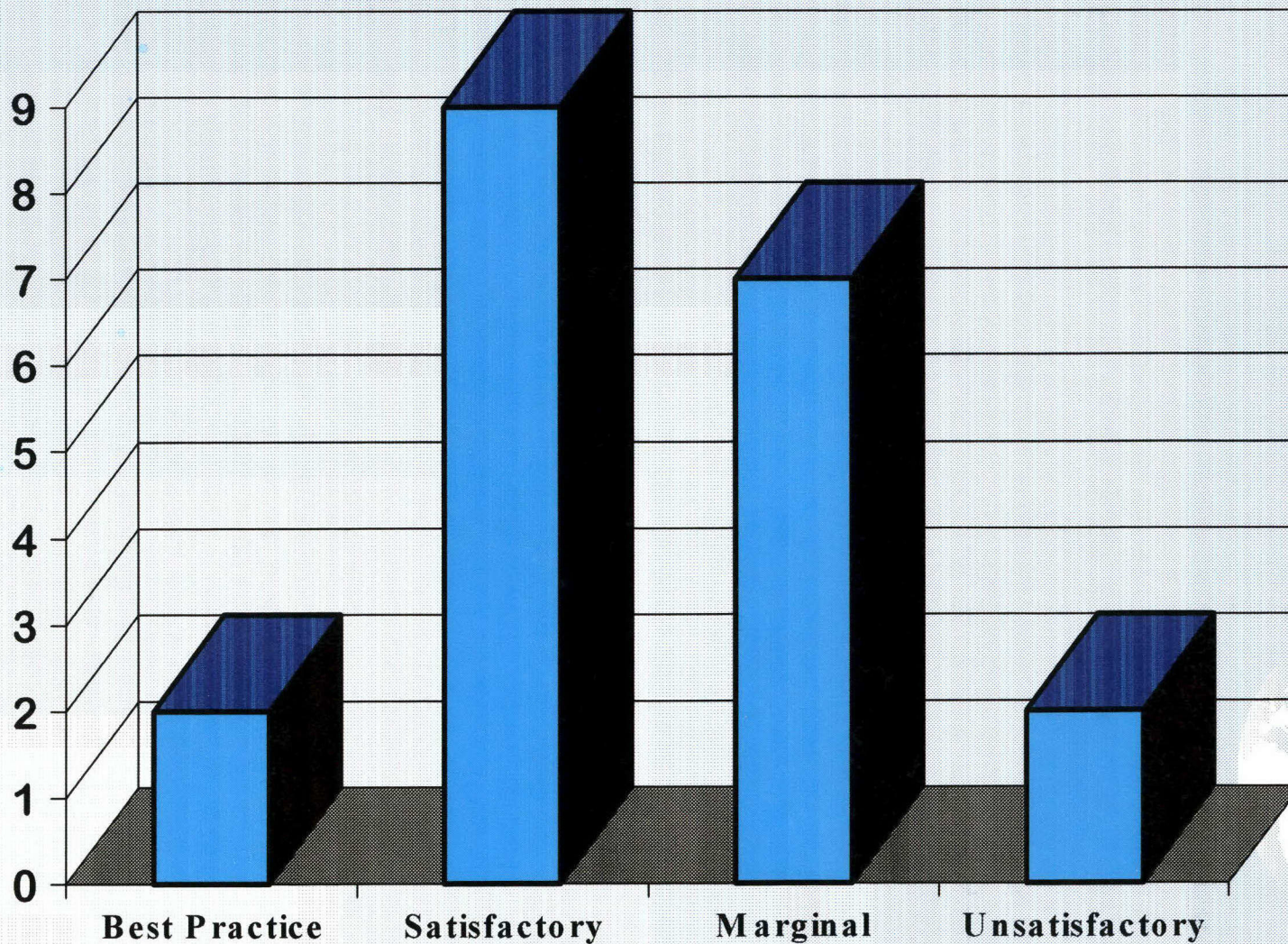
- ◆ Pre-Approvals -- 2 to 3 projects a month
- ◆ Post-Approvals are being launched
 - * EAP: Poverty/Rural Development
 - * SAS: Private Sector Infrastructure Finance
 - * Biodiversity: GEF and Bank projects





Findings So Far

Of Twenty Projects Assessed To Date...



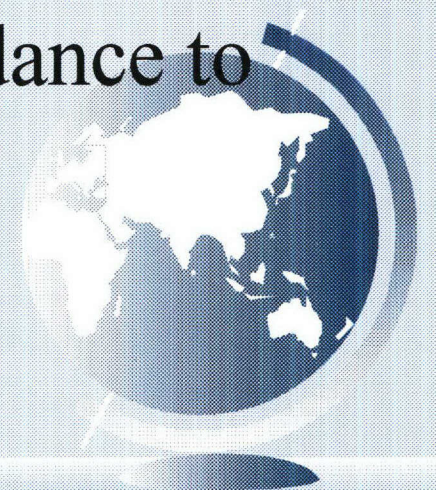
Common Problems

- ♦ Many Projects not ready for implementation
- ♦ Risk Assessments are often poor
 - * not candid
 - * no exit strategy
 - * poor linkage to alternative project designs
- ♦ Excessive Complexity
- ♦ Uneven Client Ownership
- ♦ The Peer Review system does not work



Common Features of Best Practice

- ◆ Stakeholder participation actively nurtured
- ◆ Task Teams committed to use of global knowledge, and open to independent input and review
- ◆ Managers provide clear, timely guidance to task teams



Quality At Entry Assessments: Reactions?

- ♦ Skeptics becoming converts
 - * methodology accepted, and is being replicated within the Regions
- ♦ Panel Members: “Best Training ever”
- ♦ Task Teams: “Tough, but worth it”



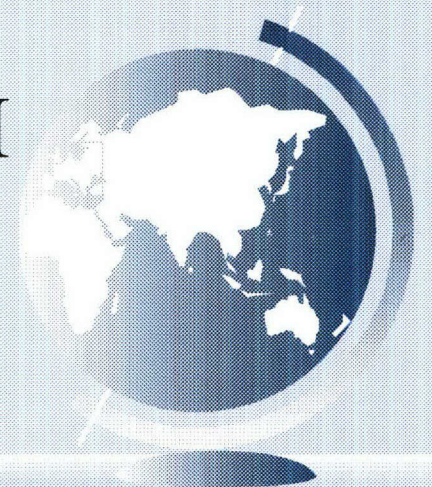


How Do We Use Our Findings?

Assessment Results

We...

- ◆ Share Assessments with concerned line managers and Network heads for follow-up
- ◆ Issue synthesis reports on do's and don'ts
- ◆ Elevate issues requiring institutional response
- ◆ Enhance training with LLC and EDI
- ◆ Feed into network quality assurance initiatives





An Example from LAC

LAC Basic Education

- ◆ Cluster chosen because
 - * Older LAC Education projects “at risk”
 - * Education is an important part of LAC’s strategic agenda
- ◆ Covers four Basic Education Projects
 - * Nicaragua, El Salvador, Bolivia, Peru
 - * 1 to 2 years into implementation
- ◆ Assessment included a two-week mission to get client and stakeholder feedback



Assessment Team

◆ Gianni Brizzi

(MENA operations advisor; LAC experience)

◆ Marlaine Lockheed

(Bank expert on Basic Education)

◆ Alejandra Cox-Edwards

(HR Economist with LAC experience)

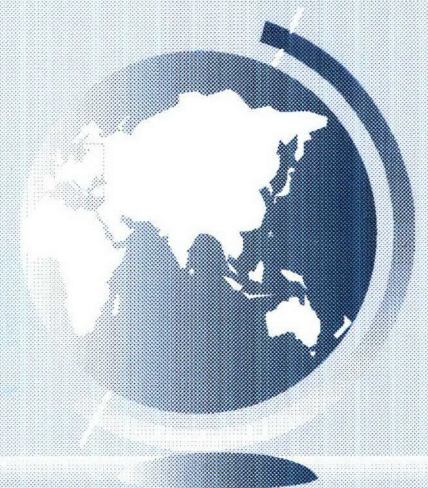
◆ James Irving

(Chief, Policy Division, New Zealand Ministry of Education)



LAC Assessment Findings

- ◆ Project Quality at Entry is generally good
 - * El Salvador -- Best Practice
 - * Nicaragua -- Satisfactory
 - * Bolivia -- Satisfactory
 - * Peru -- Marginal



LAC Assessment Findings

- ♦ Bank operating in challenging political environments, tackling fundamental reform
- ♦ Excellent linkage to CAS and sector work
- ♦ High quality pedagogy components
- ♦ El Salvador a Best Practice case of stakeholder participation and piloting

However...



LAC Assessment Findings

- ♦ Bolivia/Peru projects very complex
 - * Required strong Bank field presence to overcome start-up problems
- ♦ Uneven readiness for implementation
 - * Especially civil works components
- ♦ Weak risk analysis
 - * Inadequate fiscal sensitivity analysis
 - * Given high political stakes in Bolivia, Bank team should have included social scientist



Using the LAC Assessment Findings

- ◆ Region is sharing QAG findings with clients and taking remedial measures
- ◆ LAC is planning a staff workshop to explore how these “real time” lessons can improve today’s implementation and tomorrow’s project quality at entry



Using the LAC Assessment Findings

- ◆ EDI to use assessment as case material for a LAC Borrower/Task Team workshop
- ◆ The HD Network
 - * Putting results into knowledge management system
 - * Presented findings in a HDD week training module for Resident Mission Staff
 - * Plans on developing Case Studies for future LLC training

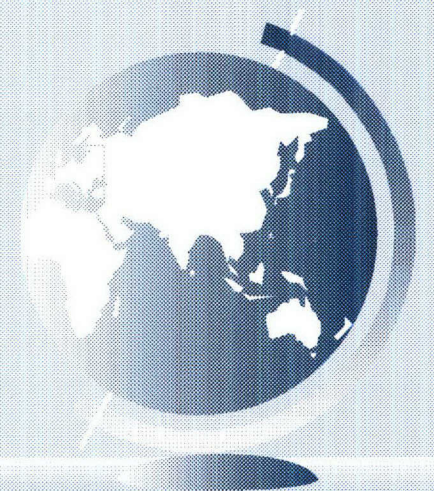




What's Next?

The Assessment is carried out by a Panel which...

- ♦ Assesses quality against specific criteria and looks at Bank decision making processes



Quality at Entry Criteria

- ◆ Assessed against seven key dimensions:
 - * Project concept, objectives and approach
 - * Technical, economic and financial analyses
 - * Environmental analysis
 - * Social and stakeholder analysis
 - * Institutional capacity analysis
 - * Readiness for implementation
 - * Risk assessment and sustainability
- ◆ Assess Bank performance
 - * Quality of decision making
 - * Appropriateness of skill mix
 - * Cost-effectiveness

