GOVERNANCE & INSTITUTIONS UMBRELLA PROGRAM

WORLD BANK GROUP
Governance

ANNUAL REPORT
FISCAL YEAR 2023

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TABLE OF CONTENTS

EXECUTIVE SUMMARY 3

THE GOVERNANCE AND INSTITUTION'S UMBRELLA PROGRAM 3

- Why this Program 4
- Commitment to the Poorest Countries 4
- How the Program Works 5
- Our Partners 5

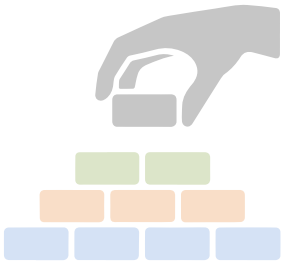
OVERVIEW OF ONGOING ACTIVITIES 6

- G&I Around the World 6
- Progress Highlights 7
- Intervention Areas and Activities in Detail 8-9

LOOKING AHEAD 11

FINANCIAL REVIEW 11

ANNEX: RESULTS FRAMEWORK 12-13



EXECUTIVE SUMMARY
BUILDING BLOCKS FOR GREATER RESILIENCE

Good governance and strong institutions are vital for countries to overcome multiple crises, support their citizens and vulnerable populations equitably, and build resilient institutions. Yet, within a context of increasingly constrained fiscal space, governments must achieve more with less. The ability of governments to effectively provide public goods to support an environment that can generate jobs, address market failures, foster trust, and engage citizens in the process is more important than ever.

THE GOVERNANCE AND INSTITUTIONS UMBRELLA PROGRAM

In 2022, the Governance and Institutions Umbrella Program (G&I) was established as a platform to convene key stakeholders with a common vision and purpose – to share knowledge and resources to advance good governance. The Program hit the ground running with activities across the globe, with the support of partners and country teams. It leveraged global networks, created a robust infrastructure for operations, pooled knowledge and resources, and explored innovative solutions. The Program is structured around three broad modules. In each module, the Program is making progress with small- and large-scale activities. Below are some of the highlights:

- Module One: Organization and People. In Armenia, the Program is supporting institutional reforms to modernize services through GovTech and improved customs administration. Armenia's project focuses on capacity building to develop a comprehensive customs strategy that enhances compliance capabilities. It has pioneered an application of innovative methods based on behavioral insights, improved communication with taxpayers, and streamlined border crossing procedures. Another significant development currently underway is the enhancement of electronic customs clearance systems.

- Module Two: Open Government, Anticorruption, and Technology. Globally, the Program raised awareness about the costs of corruption among policymakers to provide an impetus for strengthened anticorruption programming. The Program produced a **video** that was released on International Anticorruption Day featuring anticorruption activists. The **video** was shared widely on social media and was accompanied by a blog. The momentum continued with the co-funded Anticorruption for Development (AC4D) **Global Forum in June** 2023, gathering over 250 partners, leaders, and practitioners from around the world, with an additional 8,900 participants participating online.

- Module Three: Institutions of Accountability. The co-funded Justice Pillars Towards Evidence-based Reform (JUPITER) project is leveraging resources to create datasets to help inform policy on the ground. The Program helped facilitate 17 field workshops, in collaboration with government, civil society organizations, and development partners, to present the **JUPITER** methodology. The project is yielding results in data collection and insights for improving justice services in Liberia.

The G&I offers technical and financial support to newly created global programs in anticorruption, justice, and coalition for reform, as well as country-level engagements. In each of these areas, the G&I focuses on technical support, convening of partners to accelerate global learning and institutional change by sharing good practices, generating new lessons, investing in global knowledge, and ensuring client countries are well-informed and guided on what is working to implement reforms. Some examples of specific activities include advancing action on anticorruption at the global and country level; further strengthening GovTech capacity in Armenia; facilitating public administration reforms by understanding the political economy of reform, with a specific focus on Armenia, Georgia, and Moldova and the broader Europe and Central Asia region; strengthening justice and the rule of law with global partnerships, knowledge, and a country engagement in Somalia; and building coalitions and collective action to help advance development reforms with the objective to support countries of several regions. The Program will work with partners and country teams to support the activities through grants and technical assistance.

Why this Program?

Good governance and transparent institutions are central to government performance. The ability of governments to implement development policies effectively and provide access to services for all is essential for sustainable economic growth and poverty reduction. Amid ongoing crises such as wars, pandemics, and climate change, public trust in governments is decreasing. Limited coordination and cooperation across governments, and with the private sector and citizens, poses challenges to policy implementation.

Strengthening governance and addressing corruption are key development priorities. To address these challenges the World Bank created the Governance & Institutions Umbrella Program to advance good governance and institutional reforms by convening key stakeholders to share knowledge and resources and provide technical assistance to client countries. The Program was established to mobilize and leverage financial and technical resources under one umbrella by creating partnerships, streamlining processes, expanding access to global knowledge networks, bringing results to scale, and enhancing efficiency including reducing transaction costs.

The program closely aligns with the newly launched World Bank Evolution Roadmap. It supports key themes including strengthening accountability and efficiency through greater engagement with civil society; more emphasis on transparency and accountability; and stronger governance and anti-corruption measures. In addition, one of the eight global challenges that Evolution Roadmap identifies is accelerating digitization, which the G&I strongly supports in Module Two: Open Government, Anticorruption, and Technology.

Commitment to the Poorest Countries

Governments must provide public goods and services effectively and equitably while rebuilding trust and fostering inclusion for job creation and inclusive growth. Strong institutions are vital for resilience, private sector growth, poverty reduction, and climate action, especially in fragile, conflict-affected, and low-income nations where the poor are most vulnerable. Enhancing access to justice and accountability in core government and legal systems is especially essential for low-income countries and a key aspect of the International Development Association (IDA) commitments. The G&I continues to be an important funding source for the delivery of these IDA policy actions to strengthen governance and institutions.

G&I's activities directly support the Bank's IDA19 and IDA20 commitments

Box 1

IDA Commitments on Governance and Institutions

IDA19 commits to support policy actions under the Governance and Institutions Special Theme. The G&I particularly supports the following four commitments:

- Enable universal access to public services through GovTech
- Tackle corruption and tax evasion to reduce illicit financial flows Support multi-stakeholder approaches to policy making and implementation
- Enhance the core functions of government in IDA fragile and conflict-affected situations

Box 2

The G&I supports the following IDA20 policy objectives

- Enable digital government services
- Combat illicit financial flows
- Boost institutional capacity to improve data for policy decision-making
- Leverage adequate, efficient financing for human capital
- Strengthen core governance institutions
- Implement fiscal policy and budget systems to close gender gaps

How the Program Works

The Program is structured around **3 thematic modules:**

MODULE 1
ORGANIZATION AND PEOPLE

Supports public administration and institutional reforms, subnational governance and decentralization

MODULE 2
Open Government, Anticorruption, and Technology

Supports openness and transparency, anticorruption and GovTech

MODULE 3
Institutions of Accountability

Supports justice and the rule of law, legislative bodies, multi-stakeholder en–gagement and citizen-centric reforms

The Program supports activities in:

- ***Knowledge and Innovation***
- ***Data and Analytics***
- ***Operational Work***
- ***Convening and Partnership***

Global activities focus on global public goods, diagnostics and assessment tools, research and dissemination, knowledge, and learning. Regional activities may include more specific knowledge and learning, such as peer-to-peer learning networks. Country activities support the implementation of diagnostics, and analytics provide critical technical assistance to counterparts in government, in collaboration with the private sector and civil society.

Our Partners

The G&I relies on the generous support of donors – Chandler Foundation, Hewlett Foundation, MacArthur Foundation, and the UK's Foreign, Commonwealth & Development Office (FCDO) – to fund, collaborate, and share knowledge, resources, and ideas to address common governance challenges.

Chandler Foundation
www.chandlerfoundation.org

William and Flora Hewlett Foundation
www.hewlett.org

John D. and Catherine T. MacArthur Foundation
www.macfound.org

Foreign Commonwealth Development Office
FCDO
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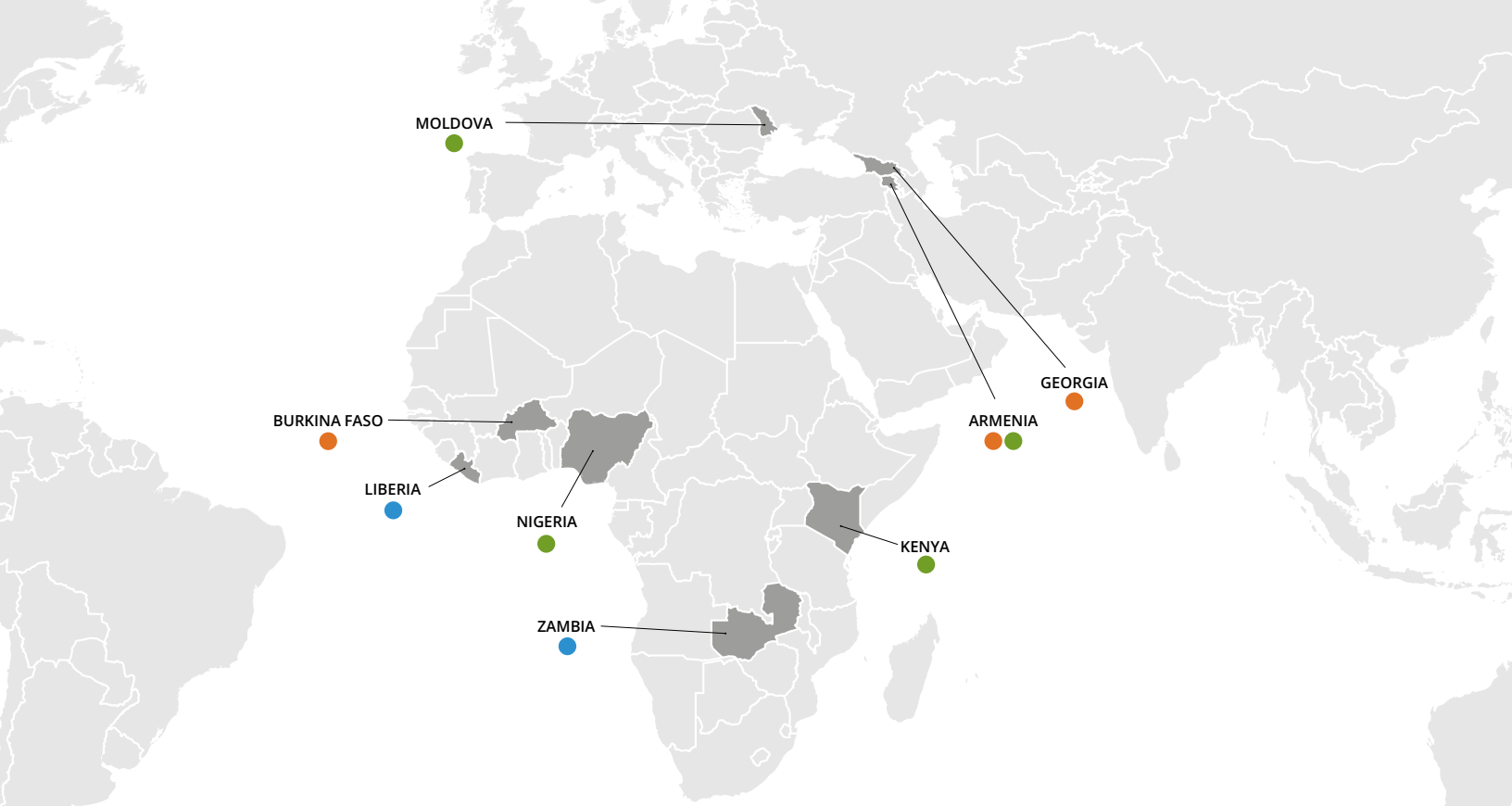

OVERVIEW OF ONGOING ACTIVITIES

G&I Around the World

Module 1: Organization and People

PUBLIC INSTITUTIONS REFORM

Armenia
Building a more effective and accountable customs administration. Functional review and strategic planning.

Georgia
Institutionalizing governance and accountability of SOEs at the central government.

DECENTRALIZATION AND SUBNATIONAL GOVERNANCE

Burkina Faso
Multi-Level Governance Public Sector Functional and Fiscal Dataset.

Module 2: Open Government, Anticorruption and Technology

OPEN GOVERNMENT

Kenya
Accelerate beneficial ownership reforms through awareness raising, capacity building, and more.

ANTICORRUPTION

Global
Cost of corruption

Nigeria
Fiscal Transparency for Accountability: deepening and institutionalizing the publication of fiscal data.

Moldova
Support on integrity, anticorruption, and assets recovery.

GOVTECH

Armenia
Strengthening transparency, accountability, and access to public services through GovTech.

Module 3: Institutions of Accountability

JUSTICE AND RULE OF LAW

Zambia
Strategic Roadmap and Alternative Dispute Resolution System: Diagnostics to establish baselines and recommendations for further engagement.

Liberia
Country-Based Justice Assessment Framework

Global
JUPITER - Support finalization and launch of the tool.

MULTISTAKEHOLDER ENGAGEMENT

Global and West Africa
Social Contract and Citizen Engagement: Leveraging multistakeholder engagement and civil society organizations in country diagnostics, strategies, and programs.

Progress Highlights

Capacity Building (Armenia)
The program was launched at the end of 2022 and is starting to show results across the three pillars.
Knowledge exchanges took place in Estonia and Finland with a delegation of 10 Armenian government officials, aiming to learn from the experiences of these countries in strategic planning.

Working Group (Georgia)
A working group was established to support the technical assistance including to help inform legal frameworks in accordance with good international practices.

Data Collection Framework (Burkina Faso)
A revised data collection framework based on the Logica Framework was developed, adapted, and translated into French for use in Francophone countries. In Burkina Faso, institutional data collection is advancing well.

Multimedia on Anticorruption (Global)
A video was produced on the costs of corruption, featuring a range of anticorruption leaders. The video was released on International Anticorruption Day in 2022 and, as of October 2023, it has been viewed over 8,000 times.

Global Forum on Anticorruption (Global)
The first Anticorruption for Development (AC4D) Global Forum brought together over 250 partners, leaders, and practitioners from across the world in June 2023. More than 8,900 participants have watched the event online. The AC4D Global Partnership was launched which includes more than 50 partners working on anticorruption.

Technical Recommendations for Fiscal Transparency (Nigeria)
The team presented detailed briefs to the newly elected Governors of each state with recommendations for areas of improvement related to fiscal transparency, accountability, and sustainability.

GovTech and customs projects (Armenia)
Three-year engagement to help Armenia's Customs Administration modernize services and improve taxpayer communication through enhanced communications strategy and capacity building. Additionally, this activity aims to support enhanced digital service delivery.

Integrity, anticorruption, and assets recovery (Moldova)
The Program supports the Republic of Moldova's Ministry of Justice in various anticorruption facets, including asset seizure and de-oligarchizing measures, and legislative monitoring. A highlight of the work thus far was the digital justice assessment.

Country-Based Justice Assessment Framework (Liberia)
A survey instrument – JUPITER -- was developed to benchmark judicial effectiveness based on measures such as access, efficiency, quality, integrity, and independence, connecting judicial effectiveness with economic growth and poverty reduction. The team presented the JUPITER methodology in 17 workshops that were held in collaboration with government, civil society organizations, and development partners. Data collection for piloting JUPITER was completed in Liberia.

Knowledge Sharing on Social Contract and Citizen Engagement (Sahel)
A first draft of a guidance note on operationalizing social contract analytics for World Bank engagement was produced. The Sahel Governance Sounding Board was launched with a range of convening and knowledge sharing events, for instance, on decentralization in Burkina Faso, a high-level panel on security expenditure in the Sahel, and a Sahel Sounding Board meeting on the importance of service delivery for state legitimacy.

Justice Sector Reform Project (Zambia)
Based on stakeholder consultations carried out as part of the preparation of the Zambia Judicial Sector Public Expenditure and Institutional Review Report, technical assistance (TA) is provided to assess the alternative dispute resolution and demand side aspects of access to justice in Zambia, and to develop a strategic roadmap for judicial sector reforms in the country.

Challenges: The program has faced delays in implementation in the Zambia Justice Sector Reform Support project, but it is expected to get back on track in the coming months. Also, the Multi-Level Governance Public Sector Functional and Fiscal Dataset project was expected to complete data collection in Burkina Faso and Niger, but the latter had to be dropped due to the coup d'état and the Bank's freezing of operations in that country.

Intervention Areas and Activities in Detail

Many activities were recently launched and support engagement across all three G&I modules.

Module 1 - **Organization and People**

a. Functional Review and Strategic Planning in Armenia

This project is supporting the Government of Armenia to enhance government performance and strategic planning. This initiative involves a functional review of the existing strategic planning processes in collaboration with the Prime Minister's Office, with the objective of identifying areas for improvement. Knowledge exchanges took place with Estonia and Finland to help Armenia strengthen its own Strategic Planning Systems, with further exchanges being planned with the United Kingdom. In the forthcoming phases the team will conduct a functional review of strategic planning, offer recommendations and a roadmap to inform policymakers, support capacity building and knowledge sharing, and provide pathways and reform options. This work is helping to inform a lending project of 29.9 million dollars in Armenia: Fourth Public Sector Modernization Project, Armenia (P176803).

b. Building a More Effective and Accountable Customs Administration in Armenia

Focused on modernizing Armenia's Customs Administration, enhancing taxpayer communication, and stimulating the export sector for sustained economic growth, this project provides recommendations on a five-year strategy and action plan, including legislative revisions and a range of technical assistance. The State Revenue Committee has established a working group in collaboration with World Bank and consulting experts. The project is conducting two satisfaction surveys to inform initial strategic directions. The forthcoming phases will also involve a business process review for post-clearance control functions within the customs administration, an analysis of the risks associated with illicit financial flows, and capacity-building courses.

c. Institutionalizing Governance of SOEs at the Central Government in Georgia

This initiative is focused on supporting Georgia's government efficiency and effectiveness in SOEs ownership and introducing clear governance accountability lines. In February 2023, a working group was formed to support the process including Georgia's State-Owned Enterprises Law. The next steps include support to conducting public outreach events to gather input on the initial draft of the law from stakeholders, including the affected SOEs, International Financial Institutions, and select ministries. This work is helping to inform a lending project of 50 million dollars in Georgia: First Green and Resilient Georgia Development Policy Operation (P177797).

d. Multi-Level Governance Public Sector Functional and Fiscal Dataset

This project involves the collection of two interconnected datasets on institutional and fiscal data, across different levels of government. While originally the aim was to focus on Burkina Faso and Niger, the latter had to be dropped due to the coup d'état and the Bank's freezing of operations in that country. The case study and dataset provide insights into the multi-level governance structures of a country and inform policy debates and reforms related to decentralization and local service delivery within a comparative global context. The Burkina Faso example will be used as a methodological foundation for similar exercise in other countries in the region. The project team has worked with local experts and international consultants who supported the data collection at the national level in the pilot countries (until Niger had to be stopped) and was able to collect a rich dataset of local fiscal data spanning over 12 years. The project is currently in its final stages for completion.

Module 2 - **Open Government, Anticorruption, and Technology**

a. Beneficial Ownership Transparency in Kenya

The project helps enable Beneficial Ownership Data (BOD) use and provides expert technical support to ensure procurement integrity and increased tax compliance. The project recently launched and will support an evaluation of existing systems and rapid needs assessment to target delivery as well as capacity building for key government agencies to use BOD to reduce corruption and strengthen procurement training. The team is partnering with Open Ownership and stakeholders including the German Agency for International Cooperation (GIZ) and the UK's Foreign Commonwealth & Development Office (FCDO). The findings are helping to inform policy discussions and potential Bank engagement.

b. The Cost of Corruption

The activity raises awareness about the cost of corruption among policymakers and provides an impetus to boost anticorruption programming. It has generated content, including a blog and a **video**, to highlight the costs associated with corruption. The **video** was released on International Anticorruption Day, December 9, 2022. Furthermore, the "Anticorruption for Development (AC4D) Global Forum" held in Washington, D.C., convened over 250 leaders committed to anticorruption and integrity matters, with an additional 8,900 participants participating online.

c. From Fiscal Transparency towards Accountability in Nigeria

In recent years, Nigeria has made considerable progress in improving the transparency of fiscal data. Nigeria joined the Open Government Partnership (OGP) in 2012, and in 2014 committed to full implementation of the Freedom of Information Act. This project leverages the existing World Bank lending operations to deepen and institutionalize the fiscal transparency reforms. At the federal level, the World Bank team has conducted a stocktaking of key fiscal data being collected, but not published. At the state level, a database of state fiscal data was created which has improved data analysis capabilities. This work has helped inform lending projects in Nigeria, including the Nigeria States Fiscal Transparency, Accountability and Sustainability (SFTAS) PforR (P162009) and the Nigeria Fiscal Governance and Institutions Project (P163540).

d. Moldova: Support on Integrity, Anticorruption, and Assets Recovery

This project recently started with the objective to strengthen the Republic of Moldova's Ministry of Justice (MoJ) and law enforcement agencies' capacity to fight corruption, improve personnel integrity, and advance the recovery of stolen assets. Key activities will include supporting the MoJ in various anticorruption facets, including asset seizure, deoligarchization measures, and legislative monitoring. The initiative will promote digitalization to enhance procedural efficiency, quality, and integrity, covering digital process development, e-Integrity system assessment, and the digital transformation planning of justice sector agencies for improved case management and anticorruption reporting.

e. GovTech: Strengthening Transparency, Accountability, and Access to Services in Armenia

The activity helps enhance digital service delivery in central and local governments to increase efficiency, access, transparency, accountability, expand service offerings, and provide a more efficient user experience. The project encompasses digitalization of select services by central agencies, offering analytics and technical advice for upgrading web-based taxpayer tax account systems, strengthening digital skills in the public sector, and aiding local governments in enhancing digital public service delivery at the community level. Progress includes the launch of a business process review for the business register, feedback on a digital public service prototype, and guidance to creating a reporting system for a domestic violence hotline. The project will support an annual public satisfaction survey for businesses and citizens, followed by interviews and focus group discussions to gather insights for service improvement.

Module 3 - **Institutions of Accountability**

a. Justice and Rule of Law – Global (JUPITER)

JUPITER – Justice Pillars Towards Evidence-based Reform – is designed to be a single, universally applicable country-based assessment framework for measuring a country's judiciary's performance based on effectiveness measures like access, efficiency, quality, integrity, and independence, connecting judicial effectiveness with economic growth and poverty reduction. The G&I supports preparing the JUPITER toolkit, data collection for the piloting, and capacity-building events. Seventeen workshops were conducted during fieldwork, engaging government, CSOs, and development partners. Data collection for piloting JUPITER was completed in Liberia, chosen as pilot country due to government interest, WBG engagement, and the country characteristics – FCV characterized by legal pluralism. A USD 40 million World Bank lending operation is under preparation in Liberia and will include a justice component.

b. Zambia Justice Sector Reform Support

This project involves two main components identified through stakeholder consultations conducted during the preparation of the Zambia Judicial Sector Public Expenditure and Institutional Review (PEIR) Report completed in June 2022. Following some delays in the procurement process, the technical assistant activities recently commenced. The components include undertaking an in-depth assessment of the Demand Side aspects of Access to Justice, especially in rural areas of Zambia, and Alternative Dispute Resolution (ADR) processes and systems in Zambia. The findings of the assessment will inform a strategic roadmap for judicial sector reforms. Strengthened judiciary sector institutions is a critical ingredient for achieving Zambia's development priorities.

c. Social Contract and Citizen Engagement

This activity helps foster a shared understanding of social contracts in development, making the social contract assessment dataset and methodology accessible to all World Bank projects. The work in the Sahel and Cameroon helps raise awareness, enhance project impact, bridge policy gaps, and inform discussions on fortifying social contracts. In Cameroon, an assessment dashboard was created to enhance the social contract, and discussions were initiated to incorporate it into the World Bank's Country Partnership Framework. Several framework documents on information access and civil society engagement, aimed at improving trust and public policy outcomes, were produced. The team launched the Sahel Governance Sounding Board with a range of convening and knowledge sharing events addressing the multifaceted crisis in the region.

LOOKING AHEAD

In the upcoming year, the G&I Program plans to strengthen its global, regional, and country level engagements while monitoring implementation progress. The Program will see an expansion of activities around its key thematic areas. Actions will focus on building a network of partners, experts, stakeholders, and civil society organizations to build coalitions that guide and help implement reforms. G&I will continue to strengthen research and the collection of data to help policymakers make informed decisions on public administration reforms. The program will help deepen knowledge from previous activities to advance policy dialogue with clients and consolidate learnings.

Project implementation along the three Modules will accelerate, both across the global programs and the country-level engagement. In Anticorruption for Development, the G&I will generate new knowledge that will sharpen the Bank's strategic focus and support a new line of analytical work, strengthen operational support that will involve case studies and pilots, and facilitate global engagements to promote knowledge sharing. The Justice and the Rule of Law program will help boost the Bank's justice reform agenda by operationalizing knowledge to produce data and monitor results, contribute to analytical skills, support technical assistance, and build partnerships within and outside the Bank. The Coalitions for Reforms program will build expertise and partnerships to support reforms and policy implementation by promoting collective action of client countries' government, civil society, and stakeholders. Areas of focus will include collaborative leadership, coalition-building, and citizen-state relations, each of these supported by partnership-building, country engagement, and learning. Country-level work across different regions will continue, both by expanding work streams in existing activities and by launching new activities as part of the global programs.

The G&I Program remains focused and committed to working with partners to help countries weather the multiple challenges of today to build greater resilience for tomorrow.

FINANCIAL INFORMATION

Financial information is provided in USD as of June 30, 2023.

Trust Fund Status

The following table shows the trust fund status:

Trust Fund Status	
Donor Receipts	4,238,409
Investment income	63,078
Allocations	3,319,272
Completed of which disbursed	895,934
Completed of which undisbursed	2,333,338
TF available	**982,215**

Allocations

The following shows the allocations and disbursements by module:

Allocations FY23 Completed	Allocation	Disbursement as of June 30, 2023
Module 1	932,378	327,765
Module 2	1,727,816	257,219
Module 3	420,000	152,895
Subtotal Modules	**3,080,194**	**737,879**
Program Management & Administration (PM&A)	239,078	158,055
Total	**3,319,272**	**895,934**

ANNEX
RESULTS FRAMEWORK

The following provides a simplified version of the results framework approved by Bank and Partnership Council in use to monitor program progress. As the G&I has only been active for under a year as of June 2023, actual results reporting will be captured in the next annual report.

DEVELOPMENT OBJECTIVE

The development objective of the Governance & Institutions Umbrella Program is to support World Bank client countries to improve public sector performance and institutional reform, increase the application of digital and technology solutions in the public sector, and enhance transparency and accountability.

Module 1 - **Organization and People**

Support countries to achieve increased productivity of the government's internal machinery of organizations and personnel through reforms of government structures and systems for designing and implementing policies and improving the ability, motivation, and accountability of public sector workers. This module operates through two thematic components, Component 1: Public institutions reform, and Component 2: Decentralization and subnational governance.

Outcomes	Indicators
O1: Enhanced adoption, use or application of good practices in public sector performance and subnational governance.	No. of laws, reforms or systems informed by good practices.
O2: Improved adoption, use or application of good practices in personnel management.	No. of laws, reforms, or systems informed by good practices.
Intermediate Outcomes	**Indicators**
O3: Enhanced access to knowledge, good practices, and learning.	No. of developed knowledge products, tools, learning opportunities and resources developed and disseminated. No. of events organized. No. of participants.
O4: Informed country engagement and policy dialogue.	No. of activities carried out. No. of country strategic or planning documents informed. No. of lending projects informed or prepared. Value of project financing and co-financing mobilized or leveraged.

Module 2 - **Open Government, Anticorruption and Technology**

Support countries to achieve increased levels of openness and transparency and reduced levels of corruption with the use of technology. This module operates through three thematic components, Component 1: Open Government; Component 2: Anticorruption, openness, and transparency; and Component 3: GovTech.

Outcomes	Indicators
O1: Increased adoption, use or application of open government practices (open data, open contracting, open budgeting, open parliament, etc.).	No. of laws, reforms or systems informed by good practices (e.g. adopted
O2: Enhanced adoption, use or application of common standards and best practices in areas crucial to anticorruption, openness, and transparency.	No. of laws, reforms or systems informed by good practices.
O3: Increased adoption, use or application of good practices in GovTech.	No. of laws, reforms or systems informed by good practices.
Intermediate Outcomes	**Indicators**
O4: Enhanced access to knowledge, good practices, and learning.	No. of developed knowledge products, tools, learning opportunities and resources developed and disseminated. No. of events organized. No. of participants.
O5: Informed country engagement and policy dialogue	No. of activities carried out. No. of country strategic or planning documents informed. No. of lending projects informed or prepared. Value of project financing and co-financing mobilized or leveraged.

Module 3 - **Institutions of Accountability**

Support countries to achieve improved accountability outside the executive branch of government, including the legal and legislative branches and nonstate actors. This module operates through three thematic components, Component 1: Justice and Rule of Law, Component 2: Legislative bodies, and Component 3: Multistakeholder engagement.

Outcomes	Indicators
O1: Increased adoption, use, or application of good practices in Justice and Rule of Law.	No. of laws, reforms or systems informed by good practices (e.g. adopted
O2: Enhanced adoption, use, or application of good practices in civil society engagement.	No. of laws, reforms or systems informed by good practices.
Intermediate Outcomes	**Indicators**
O3: Enhanced access to knowledge, good practices, and learning.	No. of developed knowledge products, tools, learning opportunities and resources developed and disseminated. No. of events organized. No. of participants.
O4: Informed country engagement and policy dialogue.	No. of activities carried out. No. of country strategic or planning documents informed. No. of lending projects informed or prepared. Value of project financing and co-financing mobilized or leveraged.

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The Governance & Institutions Umbrella Program **is generously supported by**
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