



**Draft for Consultation**

**RETHINKING THE APPROACH  
TO WBG COUNTRY  
ENGAGEMENT**

January 16, 2025

# World Bank Group Evolution Process

## *Rethinking the Approach to WBG Country Engagement*

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### List of Acronyms

CEN	Country Engagement Note
CLR	Completion and Learning Review
CPF	Country Partnership Framework
FCV	Fragility, Conflict, and Violence
GCP	Global Challenge Program
IDA	International Development Association
KAT	Knowledge Advisory Teams
MDB	Multilateral Development Bank
PLR	Performance and Learning Review
RRA	Risk and Resilience Assessment
WBG	World Bank Group

*Disclaimer: This note is a draft of the new proposed approach for the World Bank Group country engagement model. It serves as the basis for consultations with internal and external stakeholders. It is also a steppingstone for further deliberations with the World Bank Group Executive Directors.*

# Rethinking the Approach to WBG Country Engagement

## I. Introduction

**1. Rethinking the World Bank Group (WBG) approach to country engagement is key to aligning our country programs with the WBG's evolution.** The new vision and mission bring in focus the need to address global challenges, while supporting our clients to achieve their country development goals. Current Country Partnership Frameworks (CPFs) are broad and high-level, covering a wide range of priorities that often result in the inability to strategically reach impact and scale in focus areas. In addition, the current approach to country engagement is focused more on design than implementation. CPFs often fall short in articulating a rigorous One World Bank Group approach and they often do not sufficiently capture potential public and private financing and solutions to development challenges. Currently, knowledge is brought in primarily at the CPF design phase and neglects to systematically draw on global knowledge to inform country programming and dialogue throughout the entire cycle of the CPF. The transfer of global and regional knowledge, while also providing insights from benchmarking of peer countries to inform country programs, must be given sufficient attention to fully benefit the CPFs.

**2. As the approach to country engagement evolves, it will remain anchored in country priorities, knowledge, and partnerships.** The new CPFs will be designed around 3-4 selective CPF Outcomes, with some flexibility for large programs, measured primarily against the new Scorecard. An annual business planning exercise with participants from across the WBG to review progress will ensure focus on implementation, including a discussion of risks and emerging opportunities, and an update of programming if needed. A strong One WBG approach will consist of joint programming, implementation, reporting, and evaluation. Knowledge Advisory Teams will mobilize global knowledge throughout the CPF design and implementation phases. We will focus on closer collaboration with private and public partners while integrating new tools to address complex development challenges and enhance program selectivity. Finally, the CPF approach, its documentation and processes will be streamlined for efficiency and effectiveness.

**3. This note lays out the plans for a new country engagement approach to develop and implement our CPFs.** It details key principles of country engagement in line with the evolution process and identifies necessary adjustments and innovations. The note highlights interlinkages with other initiatives, particularly efforts to strengthen the flow of knowledge across the WBG, the strengthening of the One WBG approach, the WBG Scorecard, as well as Operations Efficiency and Effectiveness. These changes will require a cultural shift in the organization to improve client service, collaboration, risk management, and results monitoring in a volatile global environment.

## II. Foundational premise of the new approach to country engagement

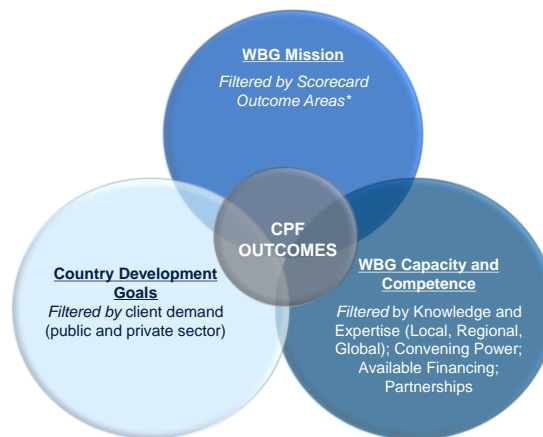
**4. Our new approach remains country-based, aligned with the WBG vision and mission, and anchored in the WBG's capacity and competences to deliver for impact:**

- Clients guide the design and implementation of our support. We engage with our public and private sector clients, civil society and other relevant stakeholders in each country to inform the design of our country programs and to discuss possible pathways of collaboration with the beneficiaries of WBG activities. By consulting with stakeholders on the potential impacts of WBG activities, the WBG aims to ensure that the new approach to CPFs is well informed, results are sustainable, and risks are identified.
- CPF Outcomes are defined as the intersection of the three CPF selectivity criteria, illustrated by the sets in each circle in the Venn diagram in Figure 1. A selectivity constraint is imposed to define 3-4 CPF Outcomes based on these criteria with some flexibility for large programs. The alignment of the CPF

Results Framework with the new Scorecard, which has 22 outcome-focused indicators (from previously over 150 indicators), further reinforces high selectivity in CPFs. Each criterion deploys relevant filters to identify the priorities that influence WBG programming decisions:

- i. Under *WBG mission*, the priorities are filtered through the Scorecard outcome areas of the cross-cutting themes of Jobs, Gender, Fragility, and Private Investment and the five verticals of People, Prosperity, Planet, Infrastructure, and Digital.<sup>1</sup> In addition, outcome areas are informed by our suite of analytics (see Box 1) and operational experience.
- ii. *Country Development Goals* reflect both public and private sector client demand. CPFs tend to be most selective when their program is determined where public and private sector demand comes together, but the public-private mix of the program will depend on the country circumstances.
- iii. *WBG Capacity and Competence* is where the WBG can have the greatest impact through our local, regional, and global knowledge and expertise; convening power; available financing; and partnerships.

**Figure 1: The three CPF Selectivity Criteria**



- CPF Outcomes will reflect on the key priorities in the country program, as opposed to exhaustively capturing every WBG activity in a country. As the country program is forward-looking, the existing portfolio will become part of the Results Framework when the intention is to continue active new investment in these areas over the new CPF period. Each CPF Results Framework translates the new *WBG Mission* into action, facilitating WBG programming and incentives towards the achievement of results. Risks to development outcomes will be considered in the design of the CPF to ensure applicable mitigation measures are properly programmed. The CPF Results Framework serves as yardstick for measuring the progress toward the CPF Outcomes.

**5. The CPF selectivity criteria allow the WBG to consider responses to global challenges and other corporate priorities in the design of a new CPFs while also reflecting country priorities.** Reforms agreed during the WBG’s recent evolution allow for the CPF selectivity criteria to lead to results that will respond to client demand while also allowing us to meet the regional and global objectives we have set for ourselves. For instance:

- Among global development priorities, more and better jobs are a key ingredient to reducing poverty, advancing shared prosperity and create a livable planet on which people can prosper. Climate change interacts with poverty and shared prosperity and climate change-induced events like more frequent droughts and floods impede poverty reduction efforts and economic growth. In countries that are in Fragility, Conflict, and Violence (FCV) surfacing the drivers of fragility and their impact on poverty

(\*) For the Scorecard Outcome Areas see <https://scorecard.worldbank.org>.

and shared prosperity is of particular importance. Gender Assessments establish the link between gender equality and women’s economic participation in a country’s development trajectory. The more we help clients assess the interconnection between global, regional, and domestic development challenges, the more they may request support in these areas. International treaties like the Paris Agreement and the formulation of Nationally Determined Contributions drive our clients to request additional support in these areas. Likewise, WBG support to strengthened domestic health systems also has an important effect on pandemic preparedness.

- The evolution has significantly improved our ability to mobilize local, regional, and global knowledge and expertise. By focusing on areas where we have technical and financial capacity, we can better serve our clients. The evolution also enhanced our ability to support crisis preparedness and response and to collaborate better across the WBG. CPFs will consider the Global Challenge Programs (GCPs) as an approach to deliver on country priorities when relevant. By delivering impact at scale through One WBG planning and implementation, GCPs can offer synergies by delivering on country priorities through replicability and scalability. The CPF programming will lay out a mix of interventions, some of which will be tailor-made interventions to deliver on country priorities outside the realm of the approaches developed under the six GCPs, while others may fall under one or more GCP.

#### **Box 1: Ensuring selectivity under the WBG mission**

The priorities that influence WBG programming decisions under the criterion of the *WBG Mission* are filtered through the outcome areas of our Scorecard. Deriving priorities from the cross-cutting themes of jobs, gender, fragility, and private investment as well as the five verticals of People, Prosperity, Planet, Infrastructure, and Digital helps ensure accountability for delivering impact across the WBG. The outcome areas frame the challenges clients face and pinpoint the development agenda for countries to achieve results through financing solutions (public and private), technical assistance, and knowledge. Focusing on a limited set of priorities geared toward the WBG mission provides a systematic framework to assess progress in a country.

Selectivity in the CPF is supported through five country-level diagnostics that jointly form the core analytical basis for our country engagement. The Country Private Sector Diagnostic (CPSD) 2.0 identifies concrete policy interventions and provide the basis for policy reform dialogue with governments as One World Bank to improve the enabling environment for private capital mobilization. The Country Growth and Jobs Report (CGJR) identifies policies that stimulate growth through structural reforms, promoting investment and creating more and better jobs. The Poverty and Equity Assessment (PEA) provides an analysis of inequality and vulnerability, while the Public Finance Review (PFR) examines both revenue and expenditure, including domestic resource mobilization, and addresses fiscal policy issues aimed at achieving more inclusive and sustainable growth. The Climate Change and Development Report (CCDR) shows low-emission development pathways and adaptations to climate change, including their impacts on poverty and shared prosperity.

Core analytics can be supplemented to gain a deeper understanding of a country's vulnerabilities. For example, for countries characterized by FCV, a Risk and Resilience Assessment (RRA) is usually considered. For some International Development Association (IDA) countries, Crisis Preparedness Gap Analyses may be used. Human Capital Reviews, Gender Assessments, and Governance Reviews can be inputs in relevant countries.

We encourage clients to work with the WBG on relevant analytical products. The priorities coming from these will be summarized in the streamlined SCD (see paragraph 16 below).

### **III. Core elements of change**

**6. Six core principles guide our new approach to country engagement.** As summarized in Figure 2, we aim to be more selective and outcome oriented to better mobilize support in the most important areas where clients need to achieve impact at scale. The new approach to country engagement combines strategy and implementation. We work as One WBG to bring public and private partnerships (financing and solutions) to development problems. Knowledge is both the foundation of our new approach to country

engagement and a core service for clients. Stronger partnerships will permeate our analytical and operational work as well as the design and implementation of the CPF. Finally, improving simplicity and efficiency is necessary to provide timely development solutions.

**Figure 2: The six core principles of the new approach to country engagement**



*Selectivity and outcome orientation*

**7. We aim to be more selective and outcome oriented to mobilize support in the most important areas where clients need to achieve impact at scale.** Streamlined results frameworks will help focus activities on essential engagement areas in a country where the WBG can have the most impact. We will clearly identify CPF Outcomes for each CPF. The WBG program will be built on Scorecard outcome areas and measured, where meaningful, through Scorecard indicators, contributing to the CPF Outcomes.

**8. Enhanced outcome orientation and the use of Scorecard indicators will allow better programming for addressing global challenges and other corporate priorities in CPFs while reflecting country priorities.** Scorecard outcome areas include global challenges and other corporate priorities such as gender, jobs, and private investment, and anchoring the CPFs in them will be necessary to advance support in those areas. In addition, all Scorecard indicators that will be used in a CPF are disaggregated to measure progress in areas of particular importance to the WBG’s vision and mission. Disaggregation includes gender, youth, disability, inclusion, and others. This allows us to determine whether results are delivered where they are most needed.

## *Strategy and implementation*

**9. The new CPF integrates medium- and long-term strategic considerations with an annual business planning process.** The CPF will establish a strategic and operational link to regional and global development priorities. Current CPFs only have a limited role to play in day-to-day management of the country program and they also often miss the opportunity to clearly link country priorities to regional and global challenges. By contrast, the new CPF represents a more comprehensive framework that lays out both medium- and long-term strategic considerations with a short-term annual implementation review and business planning process at the WBG country team level. This dual approach ensures that strategic objectives are aligned with immediate operational needs while contributing to broader development priorities, fostering a cohesive and adaptive framework for achieving development goals. For example, Mission 300 aims to bring reliable electricity to 300 million people across Africa by 2030 and cut the continent's energy access gap in half. Several World Bank Group operations and investments across different countries, in collaboration with partners including the African Development Bank, aim to support Mission 300 goals. For these types of interventions, activities will be programmed through the relevant countries' CPFs.

**10. The strategic framework of the CPF is designed to be dynamic and responsive to changing circumstances.**

- It can be updated mid-term through a **Performance and Learning Review (PLR)** as needed (see also paragraphs 23/24). This review process allows for the assessment of implementation progress, the impact of risks and mitigation measures on results, identification of challenges, and incorporation of lessons learned, ensuring that the strategic direction remains relevant and effective over time.
- The **business planning process** brings together the One WBG country team on an annual basis. By fostering strategic and targeted dialogue and collaboration with the client across institutions and sectors, the CPF helps enhance the alignment of WBG support with the country's evolving development priorities, while providing a more comprehensive risk analysis. The Results Framework is employed as a management and implementation tool throughout this process. Aided by the annual updates to the indicators from the Scorecard country dashboard, the Results Framework will be reviewed, confirmed, or updated.

**11. The CPF introduces a new template for the Results Framework.** The new results framework has been simplified and adjusted to include elements for annual business planning, as well as making it a more practical and user-friendly tool for both the WBG and the client. Annex A illustrates the new template.

## *One WBG: Public and private partnerships*

**12. Achieving impact at scale, while addressing the countries' development needs, is not possible without a systematic focus and delivery of complementary private and public solutions.** The One WBG approach commits to move beyond a theoretical framework and become a systematic integration of joint thinking and joint deliberation and decision making about the best private and public solutions throughout the country engagement cycle. Joint country representation is a helpful element of one WBG. Upstream WBG engagement starts with systematic consideration of the respective roles of the public and private sectors in a country's development early on. Joint WBG country team engagement with the client is envisaged to drive upstream engagement; it will be complemented by joint missions as applicable. The entry point is what outcomes the client would like to achieve and what the complementary contributions of public and private sector financing and solutions can deliver towards these outcomes. This aims to build a shared understanding of key development challenges and solutions, leveraging the strengths of both the public and private sectors with a strong focus on facilitating private capital. Based on this, the deployment



of Joint Country Representatives will allow staff to better plan how the WBG makes its joint programming decisions and implements country programs in a coordinated manner.

**13. WBG programming, monitoring and evaluation goes hand in hand in the new CPF.** It extends beyond individual projects to focus on program-level planning around the CPF Outcomes, revisited and reinforced through a joint annual business planning process. It provides a strategic framework to coordinate and optimize the combination of WBG programs, mobilizing public and private resources for maximum impact in a specific country or sector. Joint annual business planning will provide an opportunity to focus the attention of the WBG on a narrower and more concrete short-term set of priorities and opportunities, mobilize resources to achieve the expected results, promote stronger articulation with other partners, and plan activities to maximize the opportunities for synergies. It will also allow for more dynamic management of the CPF by taking stock of what is working and adjust course during implementation as well as ensuring One WBG delivery is leveraged to address global challenges and corporate priorities.

**14. New learning opportunities and tools will foster a cultural shift that encourages collaboration beyond joint country representation.** This transformation involves cultivating a deeper understanding of how to effectively utilize the diverse instruments offered by the WBG. We are committed to robust change management to achieve this and to provide operational training programs that cater not just to our internal staff but also to the countries we serve and to our external partners. Training will focus on enhancing collaborative efforts and leveraging all WBG instruments and approaches such as the Global Challenge Programs, enabling all stakeholders to maximize the impact of WBG resources. By empowering our workforce and partners with the necessary skills and insights, we can create a more integrated approach that aligns with the overarching goals of the WBG, ultimately driving more effective solutions for the challenges faced by our member countries.

### *Knowledge*

**15. The Knowledge Bank will be a central part of the new approach to country engagement to provide stronger analytics during preparation and implementation.** Adjustments to our approach to knowledge, in line with the Knowledge Compact, will ensure that analytics & advisory services—which underpin our engagement at the country level—are geared towards the new WBG mission. The provision of global and regional knowledge, as well as benchmarking from peer countries, is an important knowledge function to inform CPFs. Knowledge inputs will allow to better capture global, regional and country challenges affecting a country’s development and, together with the new WBG mission, will inform our programming in the CPF. Knowledge flows based on enhanced analytical work and advisory services, capacity building, and technical assistance all permeate the life cycle of a CPF and become equally important to inform both CPF design and implementation. The WBG Academy elevates learning and capacity development as core services to clients, staff and stakeholders.

**16. The streamlined SCD provides a concise summary of the core analytic findings and other relevant analyses for the country to inform the identification of the top country development priorities.** These core analytics provide the backbone of the analysis related to reforms needed to unlock the private sector (CPSD), the urgent task to create jobs (CGJR), the baseline of poverty and shared prosperity (PEA), the need sound fiscal policy for growth (PFR), and identifying development pathways based on low emissions (see Box 1). The streamlined SCD summarizes the development needs and priorities for the country based on these core diagnostics and other relevant analyses. It summarizes the policy and investment priorities needed to address domestic, regional, and global challenges that could have the greatest impact on the country’s development outcomes in the medium term.

**17. The Knowledge Advisory Teams (KATs) will mobilize best-in-class global and regional knowledge during the design and implementation of CPFs by increasing contestability of program**

**design and implementation activities.** Dedicated KATs will be established and support the regions and teams throughout the life cycle of a CPF. Contributions through KATs are complementary to the Regions' knowledge. KATs will provide critical inputs and expert advice to both regional and country teams, operating under the principle of complementarity. In addition to their advisory roles, the KATs will take an active part in a variety of CPF consultations, both internally within the organization and externally with relevant partners and stakeholders. Their participation in these consultations, coupled with field visits to gather first-hand insights and feedback, will enable them to understand the local contexts and specific challenges faced by different regions. Finally, the KATs will be tasked with identifying and proposing innovative development solutions during the CPF's implementation based on the experience in other relevant countries. By doing so, KATs will address emerging issues and dynamics that might not be visible to country teams while facilitating the mobilization of best-in-class global expertise.

### *Partnerships*

**18. The new approach to CPFs places partnerships at the heart of the design, implementation, and monitoring of the country strategy.** This approach underscores the critical role that partnerships play along two dimensions. First, partnerships can significantly enhance knowledge exchange, thereby increasing the added value of the WBG program for our clients. By working together with various stakeholders and not just simply in parallel with each other, the WBG can tap into a broader pool of expertise and resources, which could lead to more innovative and effective development financing and solutions. Continued and strengthened focus on country-led partnerships is particularly important for IDA countries given the considerable number of development actors active in a country, along with borrower capacity constraints. Second, partnerships serve as enablers of WBG program selectivity, which is crucial for scaling country outcomes. By being selective, the WBG can focus its efforts on areas where it can make the most significant impact, leveraging the strengths and resources of its partners to achieve results. CPF consultations with civil society as well as government, the private sector, development partners, and other stakeholders in the country will be an integral part of the preparation and draw on the WBG's Consultation Guidelines and the Strategic Framework for mainstreaming Citizen Engagement in WBG operations.

**19. As a Group, we have strengthened our global partnerships to address critical challenges; this will shape the way we work with partners in countries.** Collaborating closely with the IMF, the World Bank Group focuses on climate change, debt, digital transition, and domestic resource mobilization, combining expertise to enhance tax capacity and public debt markets. Multilateral Development Banks (MDBs) are working together to expand financing capacity, boost climate efforts, and mobilize the private sector, with joint actions on climate, health, and economic recovery. Mutual Reliance Agreements with MDBs are being used to allow borrowers to apply a single set of operational policy requirements and engage with a single lender in charge of appraising and supervising co-financed projects. This is vital work that can increase efficiency because co-financiers should be able to rely on each other's due diligence, technical and safeguard reviews. Regional collaborations with MDBs like the Inter-American Development Bank, Islamic Development Bank, Asian Infrastructure Investment Bank, and European Bank for Reconstruction and Development address specific regional challenges such as deforestation, disaster resilience, digital access, energy transition, and economic recovery. We have also strengthened our partnership with the United Nations to enhance impact in fragile states and around forced displacement, integrating development with humanitarian efforts, and driving climate action. Strengthened ties with civil society, faith-based groups, parliamentarians, and philanthropies through initiatives like the Civil Society Policy Forum and the Global Parliamentary Forum aim to create a more inclusive development environment.

**20. Identifying the specific role of the WBG and its partners in a country is a key ingredient of designing selective programs that can achieve impact at scale.** The new CPF goes beyond traditional in-country coordination efforts that have promoted a division of labor among active multilateral and bilateral development partners. The new CPF seeks to encourage the creation of synergies in both analytics and

lending, allowing the WBG to scale operations and increase efficiencies in implementation administration for client governments. By fostering better partnerships, the WBG can articulate its efforts based on already existing in-country donor coordination mechanisms ahead of the CPF preparation. This approach will inform the CPF design and allow the WBG to focus on areas with added value for clients. By building on the strengths and capabilities of its partners, the WBG can reduce duplication of efforts and achieve greater impact.

### *Simplicity and efficiency*

**21. The SCD has been streamlined from a comprehensive standalone document into a leaner annex to the CPF.** The streamlined SCD is now a brief document (maximum 10 pages) with a simplified preparation process and without separate corporate reviews. The annex will maintain an appropriate level of independence from the CPF, ensuring effective analytical underpinnings as outlined in the revised Guidance.

**22. The CPF template will be streamlined to increase efficiency and make preparation more straightforward for the WBG and its clients.** The changes serve two main purposes. First, the CPF will focus on the main elements of the program, discussing key aspects around the new WBG mission. It will ground the new program in a brief description of key results from the previous engagement, lessons learned, areas of continuity, and a preview of adjustments for impact. The main CPF document will be capped at 25 pages, with a 10-page concept version. The new guidance also limits the number of pages in CPF Annexes, particularly the Results Framework, which will be capped at 15 pages. Second, the Results Framework will be repurposed into a more practical management tool for CPF implementation, continued dialogue with the client, and the annual business planning process. Increased use of the online Operations Workspace will facilitate monitoring progress towards results and support proactive risk management at the program level.

**23. The maximum coverage period for a CPF increases from up to six years to up to ten years to better account for and enable longer term development impacts.** All new CPFs will have a minimum length of four years and maximum length of ten years. A CPF longer than six years will have a mandatory mid-term PLR, with additional PLRs if needed. A CPF shorter than six years can be extended to a total of ten years through a mid-term PLR. The PLR will need to describe the rationale for the extension and update the CPF Results Matrix to incorporate results up to the end of the new period. A longer coverage period of the CPF will allow the WBG to work collaboratively with the government and other partners to enhance the potential development impact, reach and scale of initiatives under the CPF. Extending a CPF can also result in significant efficiency gains in situations where the development program does not require fundamental changes.

**24. For new CPFs shorter than six years, the mid-term PLR process will no longer be mandatory if there are no major changes in the country program.** The PLR becomes necessary only if there are significant changes to the engagement, the Results Framework, or an extension of the CPF warrants it. The PLR will continue to reflect the need to learn and adjust our engagement as needed. Where there are no major changes, minor updates will be reflected in a revised Results Framework through agile, just-in-time updates, enhancing the matrix's role as a real-time tool for program monitoring.

**25. The Completion and Learning Review (CLR) will be strengthened and simplified.** The CLR remains a key tool to assess results and learn lessons from our previous engagement in the country. The main text will be shorter (maximum 10 pages) and focused on lessons learned. The CLR will provide a high-level summary of the outcomes achieved and performance ratings during the CPF cycle. A new shared methodology is being discussed with IEG to form the basis of the evaluation. A concise CLR will better inform the new CPF, facilitated by the practice of discussing the CLR at the CPF concept review meeting.

**26. A single type of country engagement product—the CPF—will be available to all WBG member countries.** All WBG client countries will be expected to have a CPF, as the new approach will be more flexible and will allow different levels of engagement to reflect a variety of country contexts. The different levels of the engagement in each country are reflected in the granularity of the Results Frameworks and determined based on our ability or inability to engage on at least a medium-term framework with a client. The current use of Country Engagement Notes (CEN) will be discontinued. For FCV countries, teams will need to provide more elaborate risk and resilience analysis. If the country is eligible for the Prevention and Resilience Allocation (PRA), the CPF will integrate eligibility for such allocations. As the WBG evolution identified fragility as a global challenge, CPFs for FCV countries will systematically cover the spillover effects of FCV across borders and the program’s support to mitigate these effects. In line with the Medium-term Review of the FCV Strategy (2020-2025), strengthened FCV efforts in CPFs will not only center around the effects of armed conflict and state fragility but will also try to address similarly destructive effects of other forms of violence.

#### **IV. CPF Governance**

**27. A revised Country Engagement Directive will be issued to reflect the changes proposed in the country engagement approach.** The *Country Engagement Procedure* will be updated to reflect these changes and simplification in processing CPFs and PLRs. Revised *Country Engagement Guidance* will complement these policy documents by providing clear and concise guidance, including the new templates as well as key content required. The SCD Guidance will be retired and the guidance on the streamlined SCD will be folded into the Country Engagement Guidance. These revisions will be completed by the end of FY25, with the objective of putting the new policy framework in effect on July 1, 2025.

#### **V. Next steps**

**28. We plan to implement a phased approach to implementation in FY25 and FY26.** Preparation of CPFs and CENs that are well-underway to be discussed by the Board by June 30<sup>th</sup>, 2025, will follow the current Country Engagement Directive. Some select CPFs are being prepared as illustrative/demonstration examples of the new approach to country engagement for discussion at the Board in FY25. Pakistan is the first one going to Board in January and others will follow during the remainder of FY25 (e.g., Liberia, Philippines, Belize, or others). These CPFs will follow interim guidance for new CPFs. Starting July 1, 2025, all CPFs going to the Board will have to follow the new approach to CPFs as laid out by a new Country Engagement Directive, currently being drafted. As preparation starts with a lead time, and CPFs that will come to the Board in early FY26 will have to start preparation prior to the publication of the new Directive, these FY26 CPFs will start preparation based on interim guidelines. At Decision Review in early FY26, those CPFs will fully incorporate the new Directive and Guidance. As of July 1, 2025, the CPF will be the sole country engagement product.

**29. In the coming months, we will carry out a consultation process on the new approach to country engagement prior to finalizing the Board paper in Q4 FY25.** We plan to collect feedback and perspectives from four external groups of stakeholders: (i) member states country authorities; (ii) civil society; (iii) private sector; and (iv) development partners (including MDBs). We will also engage internally through briefings with staff. The goal is to inform internal and external stakeholders of the new approach and increase transparency of ongoing reforms to WBG country engagement.

## Annex A: Template for CPF Results and Engagement Framework

### CPF Outcome X

Expected to be from or closely linked to the Scorecard Outcome Areas. Every CPF has 3-4 Outcomes with some flexibility depending on the size of the program. Outcomes can be from areas outside of the Scorecard, but this is the exception rather than the rule.

The following will be shown as relevant:

- Scorecard WBG Client Context Indicator(s): Baseline but no target (contribution)
- Scorecard WBG Results Indicator(s): Baseline and target (attribution)
- Other Context Indicator(s): Baseline but no target (contribution)
- Other Results Indicator(s): Baseline and target (attribution)

### Intervention Logic

This includes the following aspects:

- *Rationale for the CPF Outcome area, to which Scorecard Outcome Area(s) does it link (if not directly from the Scorecard Outcome areas) and how? Justification for the chosen Indicators and how the WBG engagement comes together to achieve the intended results and outcomes.*
- *Short description of lessons learned and new knowledge at the program level (no need to duplicate the discussion in the CLR and general lessons included in the main body of the CPF document)*
- *Key risks and mitigation at the program level*

### Ongoing WBG Support

- List ongoing WBG projects (\* i.e., investment, performance-based, and policy lending; investment projects; upstream projects and guarantees) and knowledge services (\*\* i.e., advisory & analytics; capacity building and technical assistance; any other knowledge products) with direct link to the CPF Outcome area.
- Describe the role of these WBG projects\* and knowledge services\*\* to achieve results and contribute to the outcome through the intervention logic. Be specific about activities to enable the private sector as appropriate.
- Is there any need for doing anything differently in the current support to achieve the new CPF Outcome and how will this be done over the short-term
- Situate IBRD/DA, IFC, and MIGA ongoing interventions within a sequenced One WBG narrative

### Planned WBG Support

- List indicative pipeline WBG projects\* and knowledge services\*\* with direct link to the CPF Outcome area (firm pipeline only with anticipated board date within 18-24 months)
- Describe the role of these WBG projects\* and knowledge services\*\* to achieve results and contribute to the outcome through the intervention logic. How do they link to the ongoing portfolio and why? Be specific about activities to enable the private sector as appropriate.
- What lessons learnt do these planned activities consider? Is there any need for doing anything differently in the current support to achieve the new CPF Outcome and how will this be done over the short-term?
- Situate IBRD/DA, IFC, and MIGA planned interventions within a sequenced One WBG narrative

...

### CPF Outcome Y

Expected to be from or closely linked to the Scorecard Outcome Areas. Every CPF has 3-4 Outcomes with some flexibility depending on the size of the program. Outcomes can be from areas outside of the Scorecard, but this is the exception rather than the rule.

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### CPF Outcome Z

Expected to be from or closely linked to the Scorecard Outcome Areas. Every CPF has 3-4 Outcomes with some flexibility depending on the size of the program. Outcomes can be from areas outside of the Scorecard, but this is the exception rather than the rule.

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NB: Each CPF Outcome description should not exceed two pages, including indicators, intervention logic, ongoing and planned support.