

Concept Note

For an IEG Category 1 Learning Product on Lessons from Joint WBG Projects

March 10, 2016



CONCEPT NOTE
LESSONS FROM JOINT WBG PROJECTS
IEG Category 1 Learning Product

Introduction and Context

1. The World Bank Group (WBG) Strategy (WBG, October 2013) outlines how the World Bank Group will work in partnership to help countries end extreme poverty and promote shared prosperity in a sustainable manner. Working as One WBG is central to the WBG Strategy. Intra-WBG collaboration occurs at many different levels: in strategy, in policy, and in operations. It touches on work at corporate, regional, sectoral levels, and in country programs and specific projects. In today's WBG, informal consultation happens routinely among and between management and operational staff of the three Bank Group institutions.
2. The Strategy envisages increased collaboration across the institutions – World Bank (WB), International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA). The Strategy envisages an increase in the number of joint projects, and a review of the WBG portfolio of products and services to improve synergies and eliminate overlap. At the country level, the new Systematic Country Diagnostic (SCD) and Country Program Framework (CPF) have begun to mainstream joint diagnostic and business planning. Efforts to align policies and practices and promote changes to the operational cultures of each agency have been initiated. Additionally, the WBG Corporate Scorecard tracks metrics for institutional collaboration.¹
3. Joint WBG projects represent the highest form of internal collaboration whereby at least two of the three WBG institutions combine instruments and resources to deliver solutions to clients. Jointness is a means to an end and the rationale for joint WBG projects is based on three premises: (i) *complementarity* -- the instruments, resources and assets of the three institutions complement each other in the particular settings and contexts; (ii) *commonality* -- the WBG institutions can work on common development challenges, countries, or types of clients; and (iii) *comparative advantage* -- the institutions combine their resources based on their respective competencies or efficiency (transaction costs) *vis-a-vis* internal or external partners.

Objectives of and Rationale for the Learning Note

4. This Learning Note will draw from existing IEG evaluations to synthesize lessons from the WBG experience with joint projects. The Note will seek to: i) identify core characteristics of joint projects as well as the push-pull factors at play; ii) recognize challenges in the design and implementation of these projects; and iii) identify key value-added aspects associated with joint projects. In so doing, this Note will seek to provide insight into the enablers and inhibitors of

joint WBG projects that may contribute to enhancing WBG development effectiveness through joint projects.

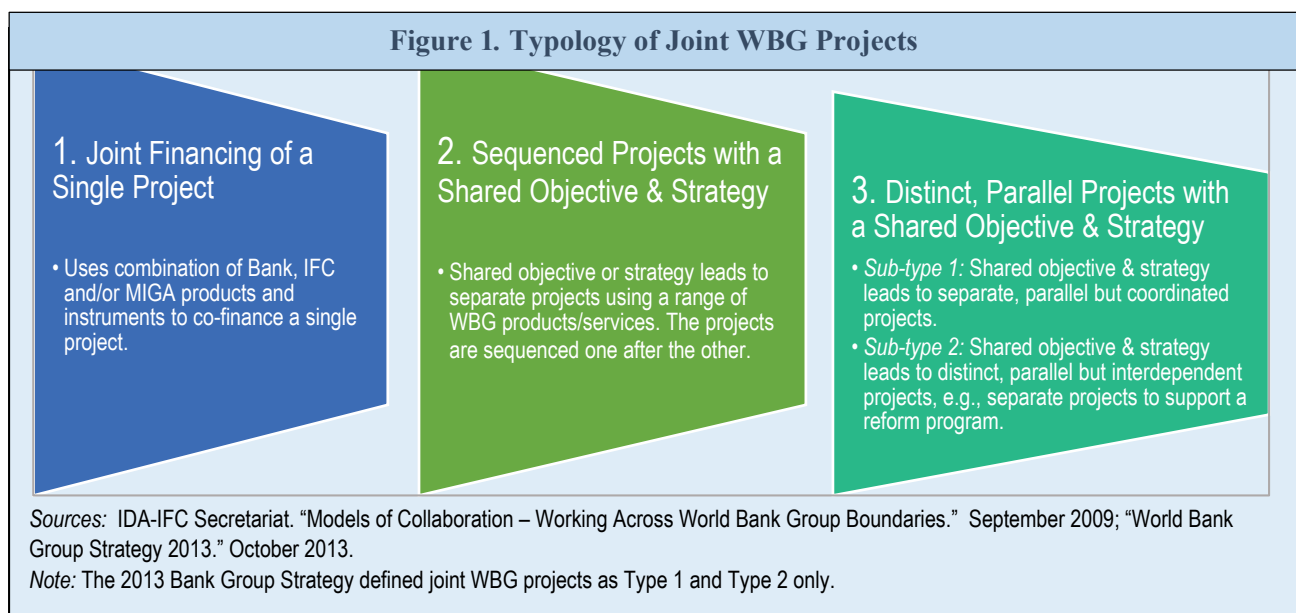
5. As such, the proposed analysis of this small subset of Bank Group projects² aims to contribute to deeper understanding of how the One WBG approach has worked at the basic operational level. It will complement the lessons on Bank Group collaboration at the country strategy level, which was the subject of a 2015 IEG learning note, “*Past and Future – Bank-IFC Cooperation at the Country Strategy Level.*”³

What does ‘Joint WBG Projects’ mean? - Definition of Terms and Evaluation Scope

6. Before distilling lessons from IEG evaluations about what has, or has not worked in joint WBG projects, a common understanding of ‘joint Bank Group projects’ and Bank Group ‘collaboration’ is required.

7. **How does the Bank Group define “Joint WBG Projects”?** IFC defines a joint project with the WB as a project with “*shared World Bank and IFC objectives and [with] co-financing by the World Bank through one or more of the following: (a) loan, equity, other financial product; (b) Advisory Services (AS) or technical assistance; (c) resources provided through grant or financial allocation; and (d) joint staffing or cross-support for AS projects.*”⁴ In this regard, joint IFC-WB projects differ from “IFC-WB Complementary Projects”, which IFC defines as an “*IFC project having shared objectives with [an] interdependent or parallel World Bank project requiring active coordination. It does not include IFC-World Bank Joint Project.*”⁵

8. Delving more deeply for clarity about WBG jointness, the IDA-IFC Secretariat (in a 2009 document, ‘Models of Collaboration’)⁶ classified joint Bank Group projects into three types. These are illustrated in **Figure 1**.



9. **Type 1** category joint projects involve contemporaneous or, at least, adjacent co-financing of a single project with some mix of Bank, IFC and/or MIGA products and instruments. Examples include the *Bujagali Private Power* (in Uganda), the *West Africa Gas Pipeline* (traversing Nigeria, Ghana, Benin and Togo), the *Chad-Cameroon Pipeline* projects, the risk-sharing facility *IDA/IFC Africa MSME Pilot Program*, and the *Kenya Private Sector Power Generation Support Project*.⁷

10. **Type 2** joint projects comprise a set of separate but sequential projects having common shared objectives, or strategy, and using a range of WBG instruments or products. Examples include the *Haiti Telecommunications Regulations* project (a WB-supported sector reform program). A PPIAF grant followed afterwards to implement the new regulatory and legal framework. The Haitian government later chose IFC Advisory Services independently as advisor on TELCO's privatization and on the overall liberalization of Haiti's telecom sector. Another example: the *development and reform of the St. Lucia water sector*, which provided the government with a spread of Bank and IFC products or services over nine years.

11. **Type 3** joint projects do not receive combined financing from different Bank Group agencies in a single transaction or operation. Nonetheless, Bank, IFC and/or MIGA teams collaborate by agreeing on a shared objective or strategy. This facilitates distinct but interdependent and even coordinated projects – all characteristic of the programmatic approach by Bank Group operations. One oft-cited Type 3 example occurred with the Bank Group's support for Yemen where Bank and IFC teams worked collaboratively to improve the country's investment climate. The Bank jumpstarted its programmatic support with an Investment Climate Assessment (ICA), which in time, led to a framework for eliminating some private sector development constraints. Foremost, the ICA entailed a comprehensive review of Yemen's corporate tax policy and incentives.⁸ The WB co-financed (with UK's DFID) a FIAS tax incentive study (and conducted joint mission), which built consensus around a fact-based picture of effective taxation. Contemporaneously, the IFC AS team mobilized DFID support and expertise for a multi-year technical assistance supporting policy and administrative reform. The WB Institutional Reform Development Policy Grant (IR DPG), which supported modernization of Yemen's income tax law followed. The parallel support led to a strong, high-level WB-Government of Yemen dialogue that supported enactment of income tax law and executive regulations. The ensuing dialogue brought in IFC AS support for Business Start-Up Simplification and Yemen Investment Climate (Tax) projects in 2007. IFC AS extended additional assistance to various investment climate projects approved in 2008, 2009, and 2010.⁹ In this instance, the Bank's macro level support to investment climate reform was complemented by the IFC's narrow, short-term and practical interventions. The Bank's 'Port Cities Development Project', approved in 2003, and its follow-on 'Second Port Cities Development Project' (2010) rounded out the WBG's programmatic approach and intra-WBG collaboration.¹⁰

12. Strict application of the above typology can be challenging. The three project types can, and do, overlap. Boundaries become blurred. There are examples of Type 1 joint projects that were approved as separate, distinct, parallel (Type 3) projects but effectively implemented as a

single project because of the unified set of activities for implementation that aim to accomplish similar development objectives (*cf. Gittenger's definition of a 'project' in Endnote 1*).

13. Different perspectives on time horizon also influence the joint project category type. The *Umeme Limited* (Uganda) was approved by the Bank and MIGA Boards in 2005, as a Type 1 joint project supported by an IDA PRG and loan and by a MIGA PRI. Yet the same project may also be categorized as a sequential joint project (i.e., Type 2) after the IFC extended separate loans to the company in 2009 and 2013. More formal, categorical clarity emerged in the 2013 WBG Strategy paper, which consolidated “joint WBG projects” into two types: *co-financed* (Type 1) and *sequential* (Type 2) projects.¹¹

14. **This Learning Note will concentrate its review on co-financed or Type 1 projects with formal Board approval and supported by at least two of the three WBG institutions.** For joint projects supported by IFC Advisory Services, the formal Concept Note approval provides the basis for determining ‘jointness’. The definition of Type 1 projects is aligned with the IFC definition of jointness as presented above. Type 1 projects are approved as “joint” by the Board signifying clarity of planned intent. Thus, Type 1 projects are unambiguously “joint” and, as such, this sub-set provides a robust base for analysis. Review of sequential as well as parallel projects, often described as ‘upstream-downstream collaboration’ in IEG evaluations, will be proposed in IEG’s work program for the next fiscal year (FY17).¹² Finally, the focus on Type 1 projects is motivated by the explicit intent of the 2013 WBG Strategy on increasing the number of joint projects.

Joint WBG Projects: A Portfolio Snapshot

15. Within the Bank Group portfolio, co-financed projects form a rare category. Despite intent in the 2013 WBG Strategy paper to increase co-financed Bank Group projects – especially in infrastructure¹³ – the number and loan volume of Type 1 joint Bank Group projects still accounts for a small share of the Group’s combined portfolio. The Strategy paper noted that of the 400 IFC investment projects approved annually, an estimated 20 are joint projects with the WB, representing about 5 percent of IFC annual commitments but only one percent of Bank lending. Joint projects, broadly defined, between IFC AS and the Bank is slightly higher. About 15 to 20 percent of IFC advisory services projects involve some coordination/collaboration with the World Bank. The team expects that the number and volume of joint WBG projects will be smaller again after we limit the projects under review to those defined as Type 1 joint projects only (see definition above).

16. IEG’s initial portfolio review indicates that approved, co-financed, joint projects (across the three institutions) in the past 20 years (FY95 to FY15) – but evaluated during FY00 to FY15 -- represent a small number of total WBG projects approved or committed. **Table 1** presents the number of Type 1 joint WBG projects approved and evaluated in the past 20 years. IEG will share the list of projects with counterparts in OPCS, IFC, and MIGA for verification during the report preparation.

**Table 1. Number of Type 1 Co-Financed Projects by the Bank Group
Approved FY1995-FY2015 (Evaluated in FY00-FY15)**

Bank Group Institutions & Products	Type 1 Joint Projects Approved/Issued (Population)	Type 1 Projects Evaluated by IEG
All Three Bank Group Institutions (Lending/Investments/Guarantees)	9	2
WB Lending and IFC Investments	19	2
MIGA Guarantees and WB Lending	6	2
IFC Investments and MIGA Guarantees	38	18
IFC Advisory Services and WB AAA	10	2
IFC Advisory Service and WB Lending	18	10
WB AAA and IFC Investments	2	0
WB Lending, IFC Investments and IFC Advisory Services	1	1
Total	103	37

Note: Table 1 presents the mutually exclusive project count of Type 1 joint Bank Group projects approved in the past 20 years, evaluated during the period FY00 to FY15. The numbers are net of overlapping project ID number entries by each WBG institution for the same ‘project’. The 103 Type 1 joint Bank Group projects corresponded to 233 project ID numbers from the WB, IFC and MIGA project portfolio data sets. *Sources: IEG Portfolio Review of WB, IFC IS, IFC AS, and MIGA Guarantee Projects and Evaluation Ratings Databases.*

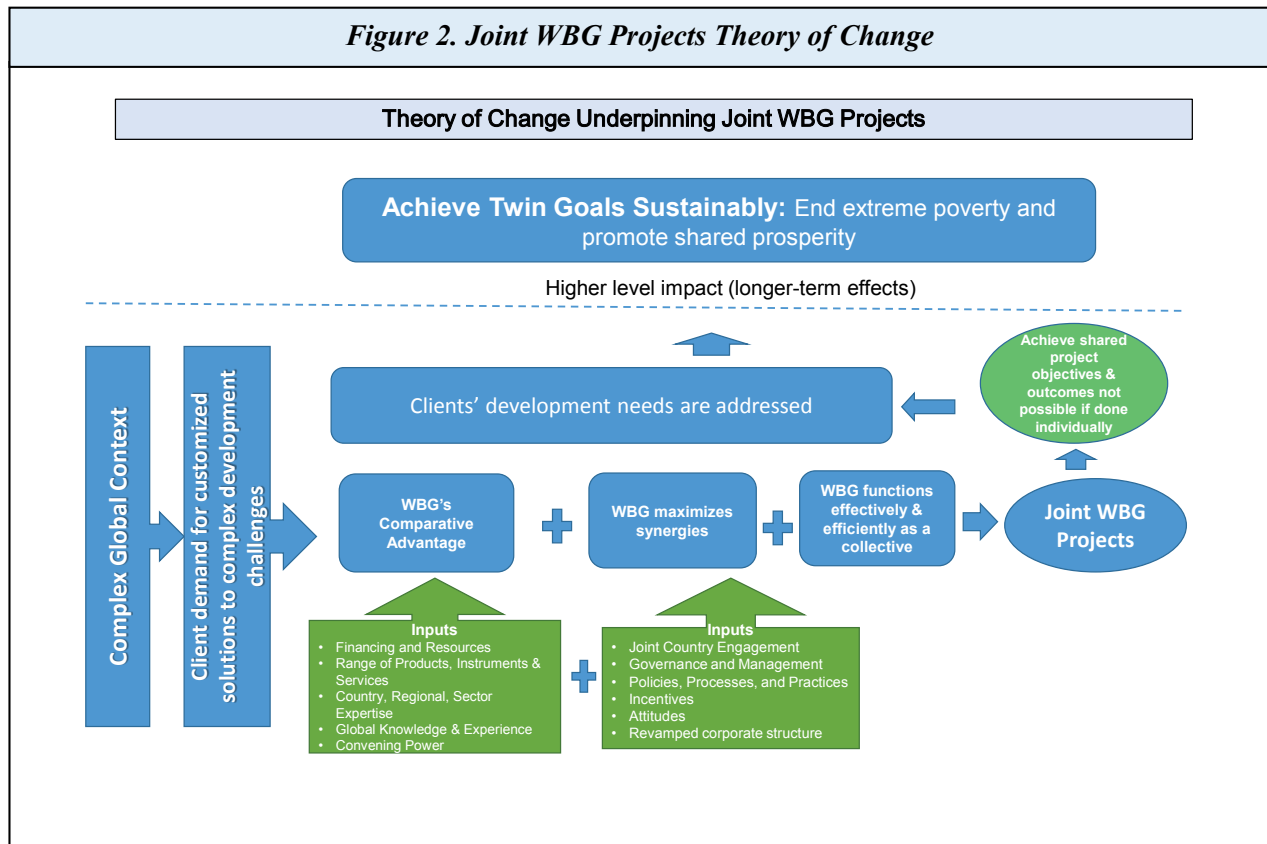
17. As of end FY2015, thirty seven Type 1 co-financed Bank Group projects had been evaluated by IEG, representing 36 percent of all Type 1 WBG projects approved or committed during the past 20 years.

Theory of Change and Evaluation Framework

Evaluation Theory of Change

18. Underpinning the review of evaluated joint Bank Group projects is a theory of change derived from the 2013 WBG Strategy on the rationale for a One World Bank Group approach. The theory adopted the following assumptions: (1) the WBG has a comprehensive package of complementary tangible and non-tangible assets that allows it to provide bespoke solutions to public and private sector clients’ complex development problems; (2) the Bank Group can maximize the comparative advantages of each of the three institutions and achieve synergies by working as a collective entity to meet complex development challenges (i.e., the whole WBG is greater than the sum of its constituent parts when it comes to meeting today’s complex global context); and (3) joint projects can achieve objectives and outcomes otherwise not possible if pursued separately by the respective institutions of the Bank Group. **Figure 2** illustrates the simplified theory of change for joint Bank Group projects derived from the 2013 WBG Strategy.

Figure 2. Joint WBG Projects Theory of Change



Source: October 2013 World Bank Strategy.

Organizing Framework for Analyzing 'Jointness'

19. In characterizing push-pull factors and what works, and what does not work in joint Bank Group projects, this Note will apply the factors of successful collaboration identified by Mattessich et. al. in their extensive review of research literature on collaboration.¹⁴ The success factors are grouped into six categories: enabling environment or context; team members' characteristics; process and structure; communication; purpose; and resources. **Annex 2** presents detailed description, indicators, and the IEG data sources for each category. The Note proposes to use the six categories to structure the review of evaluative materials and relevant project documents, communications, meeting minutes to answer the core evaluation questions. IEG will also consult with project teams to fill information gaps identified after the desk review, particularly on topics such as staff incentives, push factors for jointness, challenges in putting together a WBG team, cost and gains from involvement in a joint project.

Evaluative Questions

20. Preparation of this Learning Note will be guided by the following overarching questions:
- **What lessons are emerging from IEG evaluations of joint WBG projects that can help inform WBG management and staff in designing and implementing joint projects in the future?**
 - **What good practices are identified through evaluation that can be replicated in future joint projects?**
 - **What does the evaluation of joint projects tell us about the implications of working as One World Bank Group going forward?**
21. To answer these overarching questions, the team will be guided further by the following sub-questions on:
1. *Development Effectiveness of Joint Bank Group Projects.* Have joint, co-financed projects achieved their intended objectives and outcomes? What are the factors affecting their results and outcomes?
 - a. Context of Joint Projects: What are the specific contexts or conditions in which there are more jointly financed projects? Have certain contexts or sectors attracted more jointly financed projects? Which combination of the three Bank Group agencies and instruments most often appears in Type 1 projects? Are there differences in the conditions/contexts of joint projects that involve all three Bank Group institutions compared to a combination of two institutions (either IDA/IBRD-IFC, IFC-MIGA, IDA/IBRD-MIGA)?
 - b. Complementarities and Synergies: Which specific combination of WBG instruments and approaches have better development outcomes? What IFC products and services / MIGA product best complement IDA/IBRD's own instruments?
 - c. Mechanisms and Institutional Arrangements: What mechanisms and institutional arrangements, both formal and informal, contribute to efficient and effective joint WBG projects? How do the differing business models, operating norms, incentives and M&E systems within the WBG help or hinder effectiveness of joint WBG projects?
 2. *Efficiency.* How do Bank Group institutions share resources and responsibilities in co-financed projects? What internal WBG factors enable or hinder co-financing of projects?
 3. *Value-Added to Clients.* Have co-financed projects provided discernible benefits to clients, both public and private sector? Based on project documents and evaluations, why did clients express a preference for engaging in Type 1 joint projects? What are the challenges to clients in co-financed Bank Group projects?

Methodology

22. As a Category I Learning Product, this Note will rely on desk reviews of jointly financed Bank Group projects approved/committed and evaluated during the FY95-FY15 period. Content

analysis of ICRRs, PPARs, and Evaluation Notes for XPSRs, PESs, PCRs, and PERs will be used to answer the evaluation questions. While project ratings are useful indicators of project success and Bank Group performance, the desk review intends to focus on the context, drivers, synergies and complementarities of WBG instruments, mechanisms and institutional arrangements, project team characteristics, work quality, and client feedback (if available) on joint co-financed Bank Group projects.

23. This Note will highlight corporate level implications of joint Bank Group projects based primarily on IEG project evaluations – as such, a review of related project documents is necessary to understand the context and rationale for undertaking joint Bank Group projects. Extending the portfolio review to projects approved and evaluated in the past 20 years allows the team to compare characteristics and trends of co-financed projects before and after the formal mandate to work as One WBG outlined in the 2013 WBG Strategy.

24. Finally, findings from the desk review of project evaluations will be complemented with the findings and recommendations on WBG collaboration from IEG country, region, sector and thematic, and corporate evaluations. The review will cover IEG higher level and synthesis evaluations completed during the FY01-16 period that assessed (whether in a chapter, a section, or paragraph) WBG cooperation, coordination or collaboration. **Annex 1** lists the IEG sector, thematic, corporate and synthesis evaluations reviewed to date.

25. *Limitations.* In preparing this Learning Note, the generalization of findings and attribution will be limited by the small number of evaluated co-financed Bank Group projects. Evaluated Type 1 joint projects represent 35% of overall Type 1 joint Bank Group projects. Although the team can distill generalized findings from the desk review, granularity may be constrained.

26. The team also anticipates limited information regarding client feedback on the value-added and challenges of working in joint Bank Group projects. Often, systematic gathering of client feedback is not included in IEG project evaluations. Same is true but to a lesser extent, for WBG staff perspectives. Since this Note is a Category 1 Learning Product, it is also limited to the review of existing evaluative materials. Nevertheless, feedback from clients and WBG project teams gathered through structured interviews or surveys would help illuminate the value-added and the operational challenges of joint WBG projects. As an alternative, this Note will gather and analyze the rationale and expected additionality to clients of joint Bank Group projects from relevant project documents. IEG will also consult with incumbent project teams where there are information gaps or issues that need further probing. Finally, analyzing efficiency, especially quantifying the cost of designing, implementing and monitoring joint financed projects may be difficult because of the lack of common budget codes and problems with collecting project cost data across the Bank Group.

27. The lack of counterfactual analysis marks a gap in IEG's assessment of intra-WBG project collaboration.¹⁵ Many if not most sector, thematic and/or country evaluations by IEG have flagged, directly or indirectly, missed opportunities for exploiting a joint approach. Yet IEG

has not systematically analyzed the consequences of a failure to collaborate or even cooperate. For example, IEG's 2010 Evaluation Brief on "Lessons from WBG Cooperation" noted that:

*"IEG needs to do its part. While it is easy to conclude that there is not enough cooperation, it is far more difficult to say by how much ... Making such a determination would require data from systematic analyses of actual and missed cooperation opportunities, including the consideration of counterfactual scenarios. Such analyses have not been consistently developed in IEG evaluations to date."*¹⁶

28. The same Evaluation Brief also recommended that "...A free-standing evaluation of cooperation would be needed if this issue is to be explored more deeply."¹⁷ However, remedying this gap and the absence of counterfactuals without generating and analyzing new data is outside the scope of a Category 1 Learning Product. This Learning Product is, as such, a first step that may, subject to identified priorities and IEG management decision, be built upon over time as part of IEG's work program.

Team Composition and Timeline

29. The Learning Note will be led by Aurora Medina Siy as Team Leader with support from Anthony Tyrrell, Francesco Bolognesi, and Feruza Abduazimova. Peer reviewers will be: Carmen Nonay, current Practice Manager-GPSURR and a former MIGA and IFC staff; Ramamohan Mahidhara, Chief Investment Officer, IFC; and Pankaj Gupta, Practice Manager, GEEFS, World Bank. The Learning Note will be delivered by the end of the fiscal year 2016.

Outreach

30. An outreach to Bank Group management and staff is envisioned after delivery of the Learning Note to CODE. Infographic materials on good practices, on key themes from the Learning Note that could be of interest to WBG management and staff will be part of the outreach plan. The team plans to work with IEGKC in designing the outreach materials and event for this Learning Note.

Annex 1. Review of IEG Higher Level Evaluations with WBG Collaboration Chapters or Sections

IEG Evaluation	FY	Scope or Unit of Analysis
Past and Future – Bank-IFC Cooperation at the Country Strategy Level (LP1)	2015	Country Strategy Level; covered IFC and WB
World Bank Group Support to Electricity Access, FY2000-FY2014 <i>Chapter 4 – Enhancing Country Approaches and Scaling Up Access – Collaboration Among World Bank, IFC, and MIGA in the Electricity Sector (pages 79-83)</i>	2015	Sector -Country, Program and Project Levels. Covered all 3 Bank Group institutions; integrated analysis of WBG; with WBG-wide recommendations
World Bank Group Cooperation: Evidence and Lessons from IEG Evaluations (IEG Evaluation Brief 11)	2010	Country, projects/ program, sector levels Covered all 3 Bank Group institutions; integrated analysis of WBG.
IFC Cooperation with World Bank in Middle Income Countries, 1996-2006 (IEG-IFC Evaluation Working Paper)	2007	Country level (IFC-WB cooperation in 15 Middle Income Countries' case studies) Covered IFC and WB investments and TA projects.
IFC/World Bank Cooperation on Private Sector Development (IEG-IFC Evaluation Brief)		
Evaluation of WBG Experience with Targeted Support to SMEs, 2006 to 2012 <i>Special Topic: Lessons from Six Country Case Studies on Sequencing, Complementarity, The Relationship of Systemic to Targeted Reform and WBG Collaboration (Chapter 4 – pages 144-148)</i> <i>Box 4.8 IFC and WB Collaboration: The Africa MSME Program (page 148)</i>	2014	Country Level and Projects/ Programs targeted to SMEs Based on 6 country case studies: Kenya, Indonesia, Sri Lanka, Nicaragua, Ukraine, Sierra Leone Integrated analysis covering all 3 WBG institutions; with WBG-wide and specific WB, IFC and MIGA recommendations.
World Bank Group Support to Public-Private Partnerships: Lessons from Experience in Client Countries, FY02-12 <i>Chapter 5: Working as One World Bank Group (pages 105-121)</i>	2014	Country Level and Project Level Forty (40) country desk reviews and 9 country case studies with visit. Covered all 3 WBG institutions; Integrated analysis of Bank Group; with WBG-wide recommendations
Results and Performance of the WBG 2012 <i>Chapter 3 – Enhancing the Bank Group's Effectiveness – Strengthening Collaboration Across Boundaries (pages 56-58)</i> <i>Chapter 5 – Conclusion: Areas for Attention (page 77).</i>	2013	Synthesis of different IEG evaluations Covered all 3 WBG institutions.
Results and Performance of the World Bank Group 2013	2014	Synthesis of IEG evaluations

IEG Evaluation	FY	Scope or Unit of Analysis
<i>Chapter 4 – Institutional Effectiveness – Coordination and Collaboration across the WBG (pages 105-108).</i>		Covered all 3 WBG institutions; integrated analysis of WBG.
Extractive Industries and Sustainable Dev: An Evaluation of WBG Experience <i>Volume I – Overview and Volume II, Chapter 5 – Coordination across the World Bank Group (para 5.19)</i>	2003	Project, country and sector levels. Separate chapters for WB, IFC and MIGA with a chapeau or summary chapter.
The World Bank Group Guarantee Instruments, 1990-2007	2009	Corporate and project levels. Covered all 3 WBG institutions; with separate chapters and recommendations for WB, IFC and MIGA and a chapeau chapter on findings and recommendations.
An IEG Evaluation of World Bank Group Support for Financial Inclusion for Low-Income Households and Micro-enterprises	2016	Strategy, Project, Country, and Sector Levels 5 country case studies; integrated report covered all 3 WBG institutions.
World Bank Group Support for Innovation and Entrepreneurship: An Independent Evaluation	2014	Strategy and Project levels Covered all 3 WBG institutions separately in each chapter (chapter organized by topics) and with a chapeau chapter.
The Africa Action Plan: An IEG Evaluation	2011	Strategy-Regional Levels Focused on WB because WB was the main player although the AAP was intended as a WBG document.
Lessons on WBG Support for Transformational Engagements (forthcoming)	2016	Covered purposively sampled pairings of projects, sector, programmatic and country engagements by the WBG. Integrated discussion of WB, IFC and MIGA interventions in the relevant chapters.

*Annex 2. Categories of Factors of Successful Collaborations and Partnerships
(Adapted from Mattessich, et.al. 2001)*

CATEGORIES AND SUB-CATEGORIES	DEFINITION	IEG DATA SOURCE
1. CONTEXT (ENABLING ENVIRONMENT)		
• History of collaboration or cooperation	Leads or other team members have history of cooperation or collaboration	WBG Portfolios – TTLs/Project Leads; Project Documents
• Collaborative group seen as legitimate leader	Team members perceived as competent and reliable within their area of expertise	Project Evaluations; Project Documents & Communications
• Favorable political and social climate	Support from WBG management, government, Bank Group clients, and other donors.	Project Evaluations; Project Documents & Communications
2. TEAM MEMBERS' CHARACTERISTICS		
• Mutual respect, understanding and trust	Shared understanding and respect for each other and their respective organization viz: how they operate, their limitations and their expectations	Project Evaluations; Project Documents & Communications; Interviews
• Appropriate representation or cross-section of members	Representation, to the extent possible, from part of WBG that will be affected by the project.	Project Evaluations; Project Documents & Communications; Interviews
• Members see collaboration as in their self-interest	Belief that they will benefit from their involvement and that the advantages will offset costs.	Project Evaluations; Project Documents & Communications; Interviews
• Ability to compromise	Willingness and ability to compromise	Project Evaluations; Project Documents & Communications; Interviews
3. PROCESS AND STRUCTURE		
• Members share a stake in both process and outcome	Ownership of both the way the group works and the results of the work	Project Evaluations; Project Documents & Communications; Interviews
• Broad participation at every level	Every level, including management, within each Bank Group institution have at least some representation and on-going involvement	Project Evaluations; Project Documents & Communications; Interviews
• Flexibility	Openness to various ways of organizing and accomplishing work	Project Evaluations; Project Documents & Communications; Interviews
• Development of clear roles and policy guidelines	Clear understanding by members of their roles, responsibilities and an understanding of how to carry out these responsibilities	Project Evaluations; Project Documents & Communications; Interviews
• Adaptability	Ability of the team to sustain itself amid major changes in order to cope with changing conditions.	Project Evaluations; Project Documents & Communications; Interviews
• Appropriate pace of development	Structure, resources and activities change over project cycle to meet needs of the team without overwhelming capacity	Project Evaluations; Project Documents & Communications; Interviews
• Incentive system	Formal or informal incentive system to sustain team	Project Documents & Communications; Interviews

4. COMMUNICATION		
<ul style="list-style-type: none"> Open and frequent communication 	Team members interact often, update each other, discuss issues openly and convey all necessary information to each other and where appropriate, to relevant people outside the team.	Project Evaluations; Project Documents & Communication;
<ul style="list-style-type: none"> Established informal relationships and communication links 	Team members establish personal connections, in addition to formal communications, resulting to more informed and cohesive group working on the project.	Project Documents & Communications; Interviews
5. PURPOSE		
<ul style="list-style-type: none"> Need, opportunity or crisis as motivation 	Underlying reason for the joint or collaborative effort	Project Evaluations; Project Documents & Communications; Interviews
<ul style="list-style-type: none"> Concrete, attainable goals and objectives 	Goals and objectives of the team are clear to all members and can be realistically attained.	Project Evaluations; Project Documents & Communications; Interviews
<ul style="list-style-type: none"> Shared vision 	Members have the same vision, with clearly agreed-upon objectives, strategy. Shared vision may exist at the start or developed over the course of working together in the project.	Project Evaluations; Project Documents & Communications; Interviews
<ul style="list-style-type: none"> Unique purpose 	Goals and approach of the team differ in part from the goals and approach of their respective organization. Synergy and complementarity vs. competition	Project Evaluations; Project Documents & Communications; Interviews
6. RESOURCES		
<ul style="list-style-type: none"> Sufficient funds, staff, materials and time 	Adequate, consistent financial base and staff and materials needed to support the project. Allows for sufficient time to achieve goals as well as time to nurture the collaborative effort.	Project Evaluations; Project Documents & Communications; Interviews
<ul style="list-style-type: none"> Skilled leadership 	Leader has organizing and interpersonal skills and carries out the role with fairness. Because of these (plus other) characteristics, the leader is respected and given 'legitimacy' by the members.	Project Evaluations; Project Documents & Communications; Interviews

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Endnotes

¹ There is an indicator on Tier 3 (Performance /Working as One WBG) of IDA's Result Management System pertaining to the "Satisfactory performance of joint and complementary IDA/IFC projects in IDA countries." However, this indicator is being tracked and monitored by the IFC only. The WBG Corporate Scorecard did not include the foregoing project-level indicator for measuring WBG-wide collaboration. Instead, two indicators have been developed and monitored for the Corporate Scorecard under Tier 3: share of CPFs that have at least one joint objective in the results matrix; and staff time spent across GPs/CCSAs.

² This Learning Note adopted Gittinger's definition of a project as "*an activity for which money will be spent in expectation of returns and which logically seems to lend itself to planning, financing, and implementing as a unit. It is the smallest operational element prepared and implemented as a separate entity in a national plan or program of [agricultural] development. It is a specific activity, with a specific starting point and a specific ending point, intended to accomplish specific objectives...It will have a well-defined sequence of investment and production activities, and a specific group of benefits, that we can identify, quantify, and, [usually in agricultural projects], determine a money value for.*" Source: J. Price Gittinger. "Economic Analysis of Agricultural Projects." Economic Development Institute-World Bank. 1984.

³ CODE2015-0008. "Past and Future – Bank-IFC Cooperation at the Country Strategy Level." March 2, 2015. The review of 42 CASRRs and 18 CPEs concluded that 'jointness' in past CASs usually meant listing IFC's already existing pipeline of investment and advisory services projects in the respective country strategy.

⁴ Source: iDesk. IFC Dictionary. IFC-World Bank Joint Project.

⁵ Source: iDesk. IFC Dictionary. IFC-World Bank Complementary Project

⁶ IDA-IFC Secretariat. "Models of Collaboration – Working Across World Bank Group Boundaries." September 2009.

⁷ PID #122671. This project involved provision of IDA PRG to four IPP projects: Thika Power Limited, Gulf Power Limited, Triumph Power Generating Company Limited and OrPower4 Inc. IFC also provided loans to Thika Power Ltd and Gulf Power Ltd. MIGA also supported Thika Power Ltd, Triumph Power Generating Company Ltd and Gulf Power Ltd during the 2012 to 2014 period.

⁸ The investment climate assessment intended to (a) rationalize taxes; (b) improve efficiency of revenue generation; (c) strengthen incentives to invest and operate formally in Yemen; and (d) reduce opportunities for discretionary application.

⁹ IFC AS Investment Climate business line assisted the following projects in 2008: the Yemen Tax Simplification Roll-out I, Yemen Mining Investment, Yemen Investment Generation Program, and Doing Business Yemen. These were followed by the advisory services support to the Yemen PPP Program in 2009. Four other IFC AS investment climate related projects were approved in 2010 and 2011 and implemented but these were terminated. [The four terminated IFC AS projects were: SME PPD Yemen (Ventures); Public Private Dialogue in Yemen; Tourism Investment Generation Yemen; and Yemen Special Economic Zones - Investment Generation.]

¹⁰ PID# P065111 and PID# P088435.

¹¹ DC2013-2002. “A Common Vision for the World Bank Group.” April 3, 2013. Paragraph 86, Page 31.

¹² Types 2 and 3 joint projects were excluded in this Learning Note at this time partly because of the extensive portfolio review that must be undertaken to identify the sequencing of the interrelated and parallel WBG projects.

¹³ DC2013-2002. “A Common Vision for the World Bank Group.” April 3, 2013. Paragraph 86, Page 31.

¹⁴ The analytical framework that the Learning Note adapted would provide structure to the review of project documents. The framework itself was based on a 2001 review of 281 research studies on factors influencing successful collaborations. The source material is cited in the Bibliography.

¹⁵ Among the 15 IEG higher level and synthesis evaluations reviewed so far, only two linked synthesis evaluations and the Evaluation of WBG Support to SMEs enumerated the missed opportunities without Bank Group cooperation. The two synthesis evaluations are: (a) IEG-IFC Evaluation Working Paper 2007. “IFC Cooperation with World Bank in Middle Income Countries, 1996-2006; and (b) IEG-IFC Evaluation Brief 2007. “IFC/World Bank Cooperation on Private Sector Development.” Subsequent IEG higher level evaluations repeated the same messages from the two IEG-IFC synthesis evaluation papers. The IEG-IFC Evaluation Working Paper also provided definitions of cooperation, coordination and collaboration. These terms are used interchangeably in most IEG evaluations. IEG Evaluation Brief 11 on World Bank Group Cooperation: Evidence and Lessons from IEG Evaluations (2010) recommended measuring and monitoring WBG cooperation to track progress and “...*some conceptual work will be needed to identify meaningful and feasible measures. Such work could also contribute to the clarification of what is meant by Bank Group cooperation and performance.*”

¹⁶ IEG Evaluation Brief 11. “World Bank Group Cooperation: Evidence and Lessons from IEG Evaluations.” 2010.

¹⁷ Ibid.