



# Multiphase Programmatic Approach

Early-Stage Evaluation of the Multiphase Programmatic Approach, Fiscal Years 2018–24



The World Bank's Multiphase Programmatic Approach (MPA) structures long, large, or complex engagements into shorter, linked project phases. The evaluation covers vertical MPAs (within a single country) and horizontal MPAs (across several countries at the same time or several states within a country), and examines design, early implementation, and effectiveness in building coherence, continuity, learning, and adaptation.

## Findings

### MPAs meet some of the expectations on design.



MPAs are no better than other approaches at achieving higher-level outcomes or supporting and measuring institutional development.



MPAs have well-developed learning agendas.

### The effectiveness of mechanisms varies.



MPAs are more effective in motivating partnerships with other donors.



MPAs are perceived to better manage continuity risks.



Early evidence of learning-based adaptation varies across MPA type.

### The growing use of MPAs highlights the need to consider the trade-offs among scale, speed, and complexity.



The expectations of MPA's scale and speed are based on their emergency use during COVID-19, when they benefited from greater fiduciary support and operational flexibility.



The benefits and risks of the approach need to be better explained to clients, especially when firm commitment for follow-up stages is missing.

## Implications

### At design, outcomes could be at higher levels of ambition.

- ▶ The justification for using either type of MPA should be articulated in Country Partnership Frameworks and include clarity on how it complements development partner programs.

### MPA learning activities need to be tailored to project activities.

- ▶ MPAs should adequately resource and monitor and adapt to incorporate "learning moments" to strengthen feedback.
- ▶ Learning should include institutional development throughout the program cycle, using indicators to assess long-term reforms in vertical MPAs and to incentivize and measure collaboration in horizontal MPAs.

### MPAs can still deliver with scale and speed.

- ▶ Project and design features must be intentionally geared toward scale and speed.

### The justification for using an MPA should be clearly articulated in Country Partnership Frameworks.

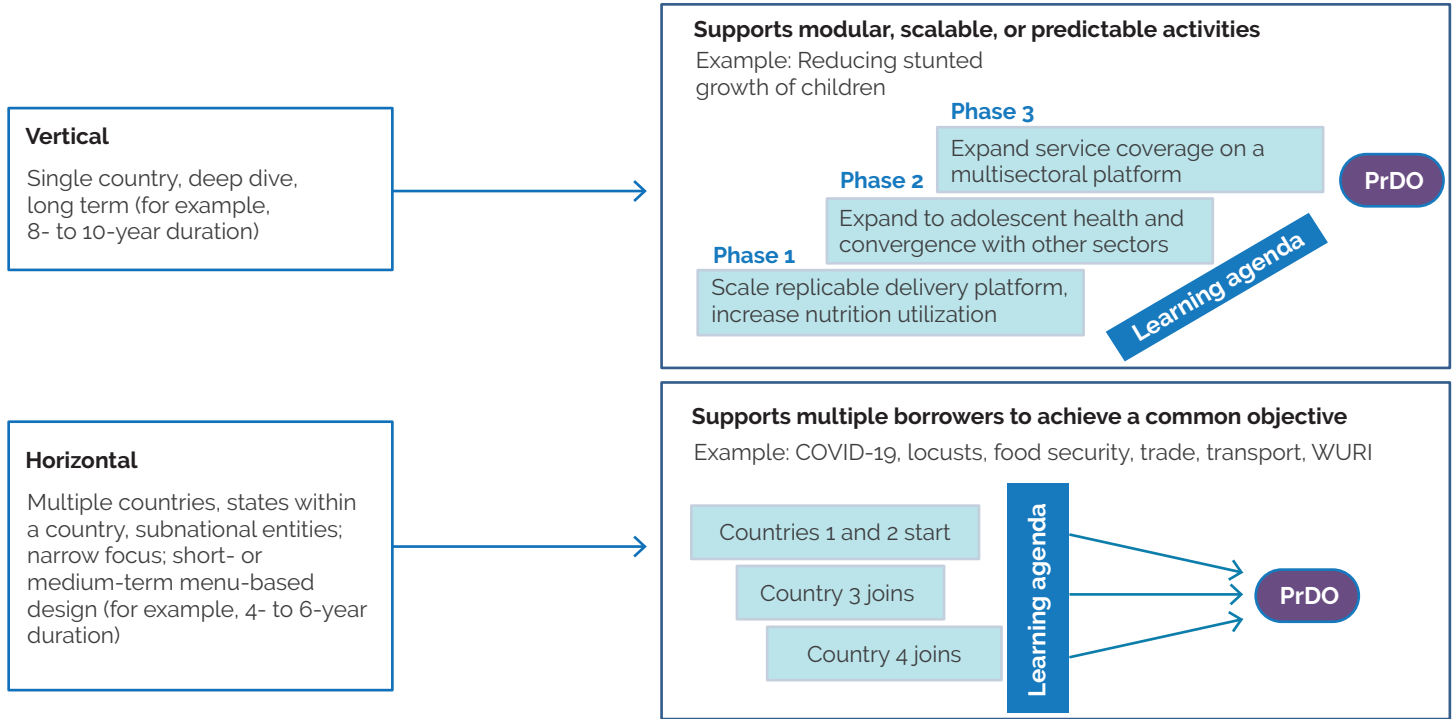
- ▶ Prioritizing MPAs, especially in International Development Association-eligible countries with greater funding uncertainties and more acute or frequent shocks, can improve continuity between phases.

## Methodology

The evaluation used data analysis and interviews. It draws on a portfolio review of 40 approved nonemergency MPAs, 60 comparators (selected non-MPA operations), and 52 structured and semistructured key informant interviews.

# Context: Designing Shorter, Sequenced Phases

## Types of Multiphase Programmatic Approaches

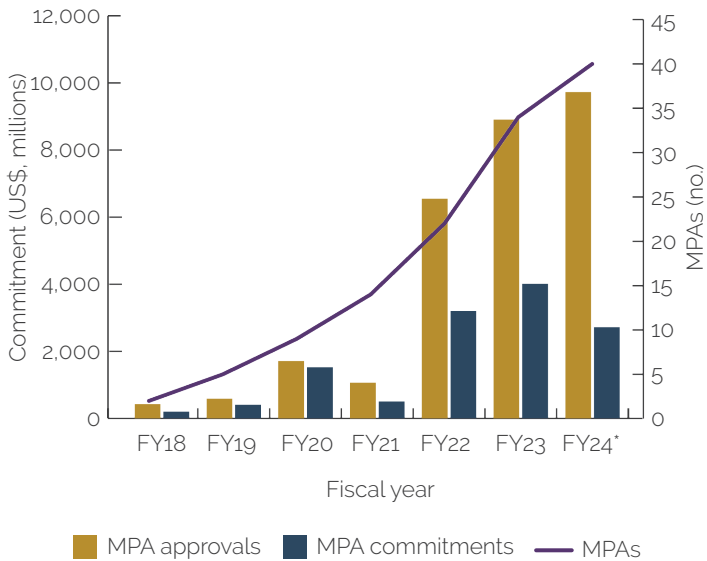


Source: World Bank

Note: PrDO = program development objective; WURI = West Africa Unique Identification for Regional Integration and Inclusion.

## Highlights: Assessing the Relevance and Effectiveness of Platforms

The Multiphase Programmatic Approach Portfolio, Fiscal Years 2018–24

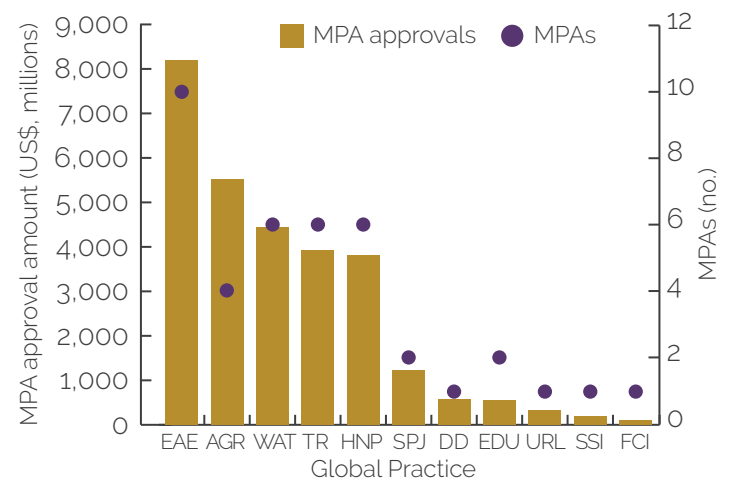


Source: Independent Evaluation Group.

Note: MPA = Multiphase Programmatic Approach.

\*Data as of December 31, 2023.

Multiphase Programmatic Approach Portfolio by Global Practice



Source: Independent Evaluation Group.

Note: AGR = Agriculture; DD = Digital Development; EAE = Energy and Extractives; EDU = Education; FCI = Finance, Competitiveness, and Innovation; HNP = Health, Nutrition, and Population; MPA = Multiphase Programmatic Approach; SPJ = Social Protection and Jobs; SSI = Social Sustainability and Inclusion; TR = Transport; URL = Urban, Disaster Risk Management, Resilience, and Land; WAT = Water.