

GOVERNANCE AND ANTICORRUPTION WORK PLAN
OCTOBER 30, 2006

The World Bank Group's governance and anticorruption work plan over the next six months will have an external aspect and an internal aspect.

Externally:

- The Bank Group will consult widely in further articulating the strategy, including with country partners, to seek ideas and best practices. The structure and timetable for public consultations will be announced as soon as possible. In doing so,
 - Bank specialists will visit and consult with stakeholders in countries.
 - Regular consultations with bilateral and multilateral donors will continue.
 - Staff will organize in several countries multi-stakeholder workshops and seminars with government officials, civil society, academics, and the private sector, to ascertain their views on the strategy.
 - Written comments on the strategy will be invited.
 - Management will exploit opportunities at international events to build multilateral support.
 - The conclusions of the consultations will be reported to the Board and disclosed to the public.
 - A global conference may be organized in early or mid-2007, possibly including a session on asset recovery and/or reform leaders and countries.
 - External communications will be strengthened to help shape and disseminate key messages.

Internally:

- The Bank Group's Regions and Networks will be engaged in a systematic consultative process to refine the strategy.
 - Senior management, supported by OPCS, PREM and WBI, will present and discuss the strategy before each of the regional and network management teams.
 - An advisory group, consisting in field-based staff and managers, will be established to undertake brainstorming sessions on best ideas and practices.
 - All Bank staff will be invited to contribute their views on the strategy through the Bank's internal website.
 - A core steering committee (including VPs/senior staff from the Regions and Networks, PREM, OPCS, WBI, LEG, IFC, and INT) will review the work of the advisory group and develop a menu of options for country-level engagement; recognizing that the strategy must be customized and flexible, the menu will offer country teams options to consider, not impose a fixed set of policies.
 - A workshop in December, involving governance specialists, regional and network representatives, will help to develop operational implications and a detailed action plan.

- The governance units/functions within the Bank Group will be strengthened:
 - Core operational capacities will be built up, including through internal redeployment and outside recruitment, within a select team that will be prepared to be deployed into countries and country teams as needed.
 - All Vice Presidential Units, country departments and sector units will be asked to identify a governance focal point that will play a key role on these issues in their respective departments and units.
 - Options will be developed for improving staff incentives in this area, through the performance evaluation system; staff selection, promotion and reward; and the decentralization process.

- Working within the authorized framework, the Bank Group will exploit opportunities to achieve quick wins and demonstration models that accord with the strategy (e.g. several solid country governance assessments, solid CASs with a governance theme, a number of projects in different sectors with model anti-corruption plans, stepped-up governance engagement in some high-opportunity countries) and that will make concrete the implications of the strategy for all stakeholders.

- Subsequently, OPCS will begin to develop guidelines, including draft policy changes that will clarify for staff exactly how the Bank Group’s approach is changing. These will be discussed with Executive Directors and any proposed policy changes will be submitted to the Board for approval in accordance with the usual procedures. These guidelines will in particular, cover guidance to staff:
 - On country strategies, including CASs, ISNs, etc., for discussion and comments from the Board , including:
 - Intensified strategy preparation support and review for strategies scheduled for Board discussion in the coming six months.
 - An improved methodology for preparing a country governance assessment for countries with high-risk settings (to be piloted over the next 12 months, including in some instances in joint-donor efforts).
 - Further work on identifying clear, disaggregated outcome and actionable indicators to track country and institutional progress (in response to a specific request of the DC communiqué).
 - On the Bank Group’s disclosure policy, where OPCS is already working on a broader major policy change.

- Other work will include:
 - Further work on the Bank’s engagement with partners outside government, consistent with the Articles of Agreement and the character of the Bank as an intergovernmental institution.
 - On project appraisal and supervision requirements, which would involve Operational Policy updates (to be formally discussed with the Board).

- On any operations-related recommendations resulting from the INT review (see also below).
- The Bank Group will determine the budget and staffing needs for implementing the strategy, for approval through the standard budget procedures.
 - This will be based on the Bank-wide work plan and specific inputs from the network and regional VPUs, WBI and IFC.
 - In the interim, costs associated with the new strategy will be funded through internal reallocations, with incremental reallocations to the regions based on initial requests already ongoing.
- By end-December, an Appointee or Appointees to conduct an independent review of INT in 2007 will have been designated.
 - Management will provide the Board with the Terms of Reference for its review as well as the process for selecting the Appointee or Appointees; this will also provide an opportunity for a further exchange of views on suggestions for strengthening INT through an oversight/accountability mechanism.
 - Senior management, in consultation with the Board, will assess the recommendations that come out of the review and implement, as appropriate.
 - In the interim, INT will continue to play a role at the project level in anticorruption measures through: promptly investigating projects where there are allegations of wrongdoing; helping operational staff identify project susceptibility to corruption at the design stage, based on findings of past investigations; sharing "red flags" indicators of possible corrupt behavior at various stages of project implementation with operational staff; disseminating lessons from Detailed Implementation Reviews and the Voluntary Disclosure Program; and referring investigative findings to partner governments and other donors for meaningful action, as appropriate.
 - INT will carry out a technical briefing with the Board during (November/December)
- Management will continue to inform the Board on country cases, both through the usual discussion of projects, CASs, ISNs, etc., and through additional discussion on countries/programs where additional issues arise (e.g. significant delays to projects, new allegations warranting INT investigations, substantial changes in the Bank's relationship with a country, etc).
- Finally, Management will report back to the Board in January 2007 on progress made in the consultation process and ongoing work program.
 - Management will also report back on progress on this work in March with a view to assisting the board in the preparation of its report to the Development Committee, as called for in the Communiqué.