



IBRD/IFC/MIGA/IDA Directive

Country Engagement

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Content

Direction on the development of a framework through which the WBG engages with member countries.

Applicable to

IBRD, IFC, MIGA, IDA

Issuer

Vice President, Operations Policy and Country Services, IBRD and IDA; Vice President, Corporate Support, IFC; Vice President, Finance, Risk, Economics and Sustainability, Corporate Services, Chief Risk and Legal & Admin. Officer, MIGA

Sponsor

Director, Operations Policy, IBRD and IDA; Director, Strategy & Operations Management, IFC; Director, Economics and Sustainability Group, MIGA

SECTION I – PURPOSE AND APPLICATION

1. This Directive provides direction on the development of a framework through which the WBG engages with member countries.
2. This Directive applies to IBRD, IDA, IFC, and MIGA.

SECTION II – DEFINITIONS

1. As used in this Directive, the capitalized terms and acronyms have the meanings set out below:
 - a. A&A: WBG’s analytics and advisory services.
 - b. Bank: IBRD and IDA.
 - c. Board: the Executive Directors of each institution of the WBG, as applicable.
 - d. Completion and Learning Review, or CLR: a completion and learning review, as defined below in Section III.
 - e. Country Engagement Note, or CEN: a note outlining WBG engagement in a country.
 - f. Country Partnership Framework, or CPF: a document setting out WBG’s country partnership framework with a particular member country, as defined below in Section III.
 - g. IBRD: International Bank for Reconstruction and Development.
 - h. IDA: International Development Association.
 - i. IFC: International Finance Corporation.
 - j. MIGA: Multilateral Investment Guarantee Agency.
 - k. Performance and Learning Review, or PLR: a performance and learning review, as defined below in Section III.
 - l. Scorecard: a system used by WBG to measure and track the impact of its development operations.
 - m. Streamlined Country Diagnostic, or SCD: a streamlined country diagnostic, as defined below in Section III.
 - n. World Bank Group or WBG: IBRD, IDA, IFC, and MIGA.

SECTION III – SCOPE

1. The World Bank Group approach to country engagement is the primary mechanism to align the WBG’s country programs with the WBG mission to end extreme poverty and boost shared prosperity on a livable planet. The country engagement cycle begins with preparation of the *Country Partnership Framework*, with the CPF at the core of the cycle. It ends with the *Completion and Learning Review*, which provides important stocktaking and learning to inform the next CPF. Throughout the country engagement cycle *knowledge* from across the WBG and partners provides the analytical underpinning for the WBG programming in a country with *implementation and learning* underpinned by an all WBG annual business planning process and in some cases the *Performance Learning Review*. Through the One WBG approach, the Group pursues systematic integration of WBG knowledge; joint programming and implementation; adaptive management and joint identification of lessons learnt to deploy private and public solutions throughout the country engagement cycle.
2. The foundation of country engagement is a country-focused approach, driven by client demand and anchored in the WBG’s mission, capacity, and competencies, in consultation with clients and

stakeholders throughout the engagement period. While our primary counterpart are public and private sector clients, the WBG engages through consultations with public and private sector clients, civil society and citizens, think tanks, development partners and other stakeholders to inform the design and implementation of WBG country programs to achieve impact at scale. These consultations seek to encourage the creation of programming synergies with partners in both analytics and financing, allowing the WBG to scale operations and increase efficiencies in implementation as well as administration for clients. Throughout the country engagement process, WBG knowledge dissemination offers additional opportunities to consult with stakeholders in a country, while each specific WBG financing or guarantee operation will have its own consultation processes, as defined by the WBG's policies applicable to the individual WBG financing or guarantee operation. The CLR is also discussed with relevant partners during the preparation of the new CPF to capitalize on lessons learned from the previous CPF cycle.

3. The WBG prepares a CPF for all WBG member countries which receive, or express interest in receiving, sustained WBG support. The CPF describes different levels of engagement to reflect a variety of country contexts. It seeks to identify areas in which the WBG can assist its member countries to access a comprehensive range of public and private knowledge and financing solutions to respond to medium and long term economic and social development challenges. In situations where the WBG is not able to engage on a medium-term basis with a member country—for instance, if a country is affected by conflict or fragility—the CPF may not require a detailed Results Framework. Likewise, the outcome orientation of the CPF is commensurate to the scope of the existing and prospective WBG knowledge or financing and guarantee portfolio in a member country. While a CPF is usually prepared for a single member country, for small states facing similar challenges and comparable economic structures, the WBG may prepare a regional partnership framework for a group of member countries, instead of individual CPFs for each member country.

Country Partnership Framework

4. The CPF is the authorizing framework for WBG financing and guarantees, and knowledge support in the country. Based on multiple inputs, diagnostics, and upstream engagement, the process begins with the preparation of the CPF. This is a concise document, providing the basis for the WBG's support for the member country's development programs. The CPF represents a comprehensive framework that lays out both medium- and long-term strategic considerations, with a maximum duration of ten years. The degree of planned or actual engagement by individual WBG institutions may vary depending on the country's challenges and opportunities. It will also be determined by client demand for WBG support, products and services. The CPF indicates the expected engagement including through knowledge, financing and guarantee instruments, and volumes. For each financing or guarantee operation, the WBG approval documentation notes the date of the most recent CPF and outlines how the proposed operation contributes to the results set out in the CPF. If an operation deviates significantly from the CPF, the documentation explains why.
5. The CPF is the result of a strategic engagement process anchored around client demand, and aligned with the WBG mission, capacity, and competencies. The CPF starts from the member country's own development goals, representing client demand from both public and private sectors, which are considered together with the country priorities identified by the WBG as well as the WBG's comparative advantage. Based on this input the WBG identifies the CPF outcomes to be supported by the WBG during the CPF implementation period. To help achieve these outcomes, the CPF outlines a selective lending and knowledge program to be supported through one WBG engagement, considering both ongoing and future indicative activities. The program is flexible to adjust and course-correct to changing circumstances.
6. The CPF articulates an outcome-oriented results framework, largely centered around the WBG Scorecard and country circumstances to lay out the outcomes that the WBG program is expected to support to help the country achieve its development goals. Where relevant, CPF outcomes are linked

to global challenges to reflect the increasing interdependence of country, regional and global development issues. Importantly, the CPF results framework captures both attribution of results stemming from WBG activities as well as the contribution of the WBG program to CPF outcomes. Recognizing both attribution and contribution allows for a more comprehensive capture of development results achieved through all WBG operations, knowledge, and partnerships.

7. The CPF systematically evaluates risks and identifies any relevant high or substantial risks to achieving the CPF objectives, including any risk that WBG engagement may result in unintended adverse country impacts. The CPF identifies how the WBG, working with clients, will manage these risks. For FCV countries, the CPF provides more elaborate risk and resilience analysis, and captures spillover effects of FCV across borders as well as the WBG program's support to mitigate these effects.

Knowledge

8. Knowledge is a central part of WBG country engagement. WBG knowledge informs both the design and implementation of country engagement. As part of developing a new CPF, the Streamlined Country Diagnostic (SCD) summarizes the findings from the WBG's core Analytical and Advisory Services (A&A) and identifies development and reform priorities for each member country. Analytics dedicated to fragile and conflict situations, and other knowledge from the WBG, its partners, and external sources can complement core A&A where appropriate and available. The priorities to be addressed as part of the WBG mission are consolidated in the SCD (attached to the CPF). The SCD's function is to present a succinct assessment of the key constraints a member country faces and the opportunities it can embrace to accelerate progress toward poverty reduction and shared prosperity on a livable planet.
9. Knowledge flows throughout the country engagement cycle from across the WBG and partners. During CPF preparation, WBG knowledge advisory teams will help to mobilize regional and global knowledge to underpin CPF programming decisions, highlighting priorities for WBG support to public and private sector clients and providing opportunities for peer learning. During implementation, knowledge and learning will be derived from ongoing implementation of our financing operations, creating opportunities for knowledge dissemination as well as for delivering capacity building as a WBG core service. Finally, the CLR provides lessons for the subsequent CPF.

Implementation and Learning

10. The WBG engages with the country in a continuous process of CPF results monitoring and learning from implementation. The CPF is coupled with an annual business planning process with participation from across the WBG over the course of the country engagement cycle, to review program performance toward CPF outcomes, assess risks and opportunities, and make any needed adjustments. This ensures that WBG support is aligned with evolving country operational needs, fostering a cohesive and adaptive framework for learning and program adaptation during implementation to better achieve development goals.
11. The WBG produces a PLR at or around the mid-term for any CPF with a longer duration (more than six years), or at any time that it determines that significant changes to a CPF are required. The PLR is a brief document produced in discussion with client counterparts and the relevant stakeholders in the private sector, civil society, and development partners. The PLR focuses on key country developments since the issuance of the CPF and on program and portfolio progress and performance. It serves to draw lessons learned from implementation and available evaluative evidence, introduce significant midcourse adjustments, update the results framework, and extend the CPF period up to a total of ten years, as necessary.

Completion and Learning Review

12. At the end of the CPF period, the WBG engages with the country, completes a self-assessment, and

issues a CLR that evaluates CPF program performance based on the CPF results framework (or the revised one following the most recent PLR). The CLR also assesses CPF design and WBG performance. The CLR serves both as a way to enhance the WBG’s knowledge to increase development effectiveness, and as a tool for accountability. The lessons derived from the CLR are reflected in the design of the following CPF. The Independent Evaluation Group validates the WBG’s self-assessment and verifies findings. The results of this validation and other available independent evaluative evidence helps to draw lessons and inform subsequent CPFs for the country and across countries.

SECTION IV – EXCEPTION

N/A

SECTION V – WAIVER

The Issuers agree that the Vice President, Operations Policy and Country Services (OPCS), IBRD and IDA decides on any waivers of this Directive with the concurrence of the Vice President, Corporate Support (COS), IFC, and the Vice President Finance, Risk, Economics & Sustainability, Corporate Services, Chief Risk and Legal & Admin. Officer (MIGCS), MIGA.

SECTION VI – OTHER PROVISIONS

If office titles or position titles stated in this Directive change after issuance, this Directive applies to the successor’s equivalent titles.

SECTION VII – TEMPORARY PROVISIONS

1. This Directive applies to: (a) CPFs distributed to the Board on or after July 1, 2025, and their associated PLRs and CLRs; (b) the CPFs for Bhutan, Croatia, Liberia, Nepal, Pakistan, Philippines that were distributed to the Board prior to July 1, 2025; and (c) any PLR for CPFs distributed to the Board on or after July 1, 2025 as determined by WBG on a case by case basis.
2. PLRs and CLRs for CPFs prepared prior to June 30, 2025 (except those PLRs under sub-paragraph 1 (c) above) will continue to apply the WBG Directive, Country Engagement, July 1, 2014, OPCS 5.01-DIR01, and the ensuing WBG Guidance, Country Engagement, July 1, 2021, OPS5.01-GUID.113. For CPFs prepared prior to June 30, 2025, the carrying out of a PLR can be determined by WBG on a case by case basis.

SECTION VIII – EFFECTIVE DATE

This Directive is effective as of the date on its cover page.

SECTION IX – ISSUER

The Issuers of this Directive are: Vice President, Operations Policy and Country Services (OPCS), IBRD and IDA; Vice President, Corporate Support (COS), IFC; Vice President Finance, Risk, Economics & Sustainability, Corporate Services, Chief Risk and Legal & Admin. Officer (MIGCS), MIGA.

SECTION X – SPONSOR

The Sponsors of this Directive are: Director, Operations Policy, IBRD and IDA; Director, Strategy & Operations Management, IFC; Director, Economics & Sustainability Group, MIGA.

SECTION XI – RELATED DOCUMENTS

World Bank Group Procedure on “Country Engagement” (forthcoming 2025).

World Bank Group “Guidance to Staff for CPF, PLR, and CLR” (forthcoming 2025).

World Bank Group “Rethinking the Approach to Country Engagement”, Board Paper (June 2025).

SECTION XII – REVISION HISTORY

N/A

ANNEX(ES)

N/A

Questions regarding this Directive should be addressed to the Director, Operations Policy, IBRD and IDA.