



Working Together on Digital Innovation

Information and Technology Solutions Annual Report

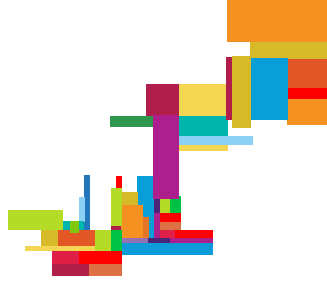
Fiscal Year 2017



For Official Use Only



Photo: Brandon Payne



Welcome

The world runs on information technology, and as a service organization, we are dedicated to delivering high-quality products and solutions to meet the IT and information management needs of the World Bank Group. In Information and Technology Solutions (ITS), we strive to ensure that the Bank Group and its staff have the systems, tools, and information they need to make the greatest impact on development.

In 2017, ITS made significant strides in building partnerships across the Bank Group to foster innovation, improve IT services, and plan for the future.

This year, we successfully completed the delivery of our FY15-17 strategy. Building on that foundation, we developed a new forward-looking strategy for the next three years. Accordingly, our ITS 2017 Annual Report provides a look back as well as a look ahead.

A Look Back

During the FY15-17 strategy, ITS made investments in foundational systems, completed deferred maintenance, consolidated IT services across the Bank Group, centralized IT staff, and began a new way of delivering IT services using cloud-based products. These efforts paid off with increased client satisfaction, while significantly contributing to the Bank Group's Expenditure Review exercise.

A Look Ahead

The FY18-20 ITS Strategy was developed through extensive consultations with business partners throughout the organization—in Washington and in country offices—to ensure that it meets the current and future needs of the World Bank Group. It is fully aligned with Bank Group objectives and priorities, including the Forward Look, IFC 3.0, and MIGA 2020.

Three strategic priorities serve as drivers for our new strategy: solutions for the business, value for money, and excelling at the basics by providing a high-performing and resilient IT environment for the World Bank Group.

To track our progress, ITS is committed to three sets of business outcomes: client responsiveness, organizational effectiveness, and risk management.

We will report to you on the achievement of these outcomes on a regular basis.

Sincerely,

Denis Robitaille
Vice President & WBG Chief Information Officer
Information and Technology Solutions



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Retrospective on the FY15-17 Strategy

Internal Changes

- **New Functional Organization Model** implemented to better align ITS to business needs.
- An **Annual Investment Plan** with three-year strategic outlook is approved.
- **Data Management Office** established to improve Bank business data quality and governance.
- **D&I Compact** signed by ITS Management to improve staff diversity and inclusion.
- **IT Governance** process revamped to ensure business driven decision-making for investments.
- **Client Satisfaction** with IT services rose to 73%.
- **ITS Chennai Leadership Forum** established to provide two-way feedback between Chennai- and DC-based staff.

FY15

FY16

Delivered Solutions

- Cloud-based **Outlook email** replaced legacy Lotus Notes to improve staff productivity.
- **Jabber** collaboration tool implemented to enable staff to call and chat via the internet from any device.
- **WebEx** online meeting tool launched to allow staff to attend meetings with colleagues and external partners from any device.
- **Mobile Approvals** launched to expedite transaction processing from mobile devices.
- **PeopleSoft** platform reimplementation completed to support a suite of HR processes.
- **Box** file-sharing solution launched to improve staff productivity and collaboration.
- **iPortal** launched and provided 360° information on IFC clients.
- **Standard Reports** launched to simplify monitoring and reporting on Bank operational projects.
- **Open Learning Campus** launched to provide online access to development knowledge to WBG staff and its partners.



- **Talent Marketplace** established for part-time assignments to create more career opportunities.
- **Enterprise Architecture** practice established to align WBG IT landscape to business needs.

- **IT Client Satisfaction** survey issued on quarterly basis to ensure ongoing stream of user feedback.
- **Change Management** process implemented across ITS to improve client experience with new and improved IT solutions.

- **Proof of Concept** process launched to promote an ITS culture that embraces innovation and experimentation.
- **Information Security** process strengthened through ongoing cyber awareness campaigns.
- **IT project benefits framework** adopted and 71% of project benefits realized as of end of FY17.

FY17

- **WBG Print** service launched to dramatically reduce the number of printers and paper costs.
- **Open Archives Campus** created to open the WBG Archives to the world.
- **ePerformance** system launched to support the entire performance management process.

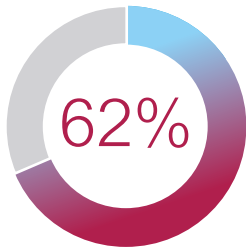
- **ezConnect** launched as WBG remote access solution to enable staff to access WBG systems from anywhere.
- **www.worldbank.org** is redesigned and moved to the cloud for better performance and end-user experience.
- **New Bank Operations Portal 3.0** launched to support IPF projects, new ASA product line, and the first set of Trust Fund integrations.

- **myTravel Portal** launched as the destination for all travel-related services and information for WBG staff.
- **Windows 10** operating system is rolled out to WBG staff.
- **Data Center** consolidation increased operational efficiencies, reduced WBG footprint, and saved \$2.4 million annually.
- **OneDrive** replaced Box to provide cloud-based file sharing and storage and \$1.5 million in annual cost savings.

ITS by the Numbers

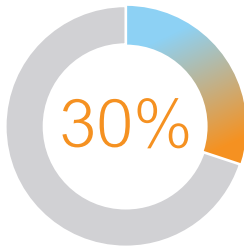
Before and After the ITS FY15-17 Strategy

People



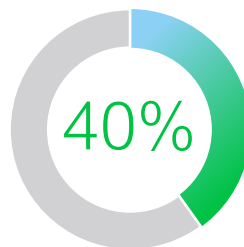
Distributed

Then: 57%
Now: 62% of ITS VPU contractors are offshore



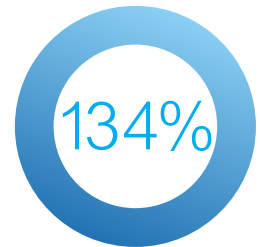
Gender Balance

Then: 26%
Now: Over 30% of GF+ technical staff are women



Diversity

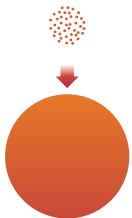
Then: 36%
Now: Over 40% of ITS managers are from Part II countries



Skilled

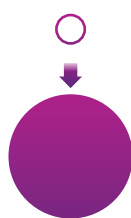
Then: Below target
Now: 134% of target investment in staff learning

Solutions



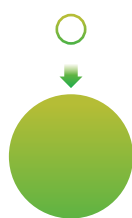
Responsive

Then: 3,000
Now: 12,500+ corporate smartphones supported by ITS



Relevant

Then: None
Now: 900,000+ mobile transactions approved as of the end of FY17



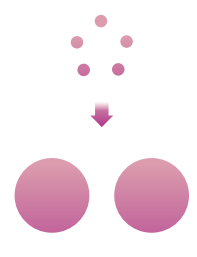
Smart

Then: None
Now: 30,000+ virtual conference sessions per month via WebEx



Simple

Then: 150 isolated telephony systems
Now: One standard enterprise solution



Responsible

Then: 5
Now: 2 data centers host WBG IT infrastructure reducing our footprint

Culture



Quality

Then: Under 75%
Now: Over 85% of ITS capital projects delivered on time and on budget



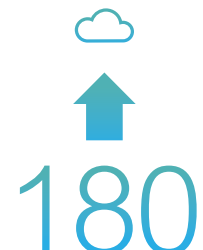
Client-Focused

Then: Under 45%
Now: Over 76% of WBG staff are satisfied with IT services and products



Innovation

Then: Few
Now: Over 45 Proof of Concepts of innovative technologies are completed



Cloud

Then: None
Now: Over 180 IT projects are using cloud-based solutions

ITS Business Programs

ITS delivers transformative information and technology solutions to enable the World Bank Group to achieve its mission. Our business programs align the ITS vision with the WBG strategy to select the right IT investments and ensure disciplined implementation. These business programs leverage cloud-first and buy-before-build principles to modernize systems and tools, strengthen monitoring and reporting, and foster a culture of service excellence, agility, and innovation. They also put the user at the center of design decisions.



Modern Operations

Develop modern systems for operations that simplify and integrate business processes and reporting, strengthen mobility and performance capabilities, and support accountability and collaboration.



Information, Knowledge, and Learning

Ensure that Bank Group staff, managers, partners and clients all have easier access to Bank Group learning, data, analysis, and published studies.



Modern HR

Modernize HR systems to simplify processes and build a culture that aligns performance management with rewards and recognition, staff development, and learning.



Risk Management

Rigorously manage risks through enhanced monitoring, robust reporting and analytics, a comprehensive valuation solution, and other improved capabilities.



Core Financial and Strategic Budget Systems

Update financial systems to conform to international accounting standards, regulatory frameworks, and reporting requirements.



End User and Work Experience

Provide Bank Group staff with seamless access to their information, documents, and institutional applications, regardless of location or device.



Modern Foundational Technology Infrastructure

Build upon a modern, robust, and flexible technology infrastructure with powerful foundational capabilities.



Photo: Joanne Young

Modern Operations

Enhancing IFC's Operational Effectiveness

The vision for IFC's iPortal—which launched in FY16 and is rolling out over several years—is to provide frontline staff with a secure, role-based workspace to access the systems and information they need to manage projects, clients, and partners throughout the engagement lifecycle. It is enhancing operational effectiveness by streamlining processes and providing a fast, flexible, user-friendly experience.

IFC's iPortal is enhancing operational effectiveness by streamlining processes and providing a fast, flexible, user-friendly experience.

Enhancing IFC's Operational Effectiveness (cont.)

In FY17, iPortal added new functionality that is a game changer for IFC frontline staff. In the past, staff struggled with disparate systems and multiple, often confusing steps when processing deals. New iPortal features help to simplify that landscape:

- A step-by-step guide to the project lifecycle for processing deals, with each step linking to relevant policies and procedures.
- Online forms replace Word templates, allowing for enhanced reporting and the integration of relevant content.
- Faster performance in country offices, even in regions with slow internet connections.
- Investments in other business systems, such as IFC Search, are leveraged to provide staff with a seamless journey through the project lifecycle.

According to Etleva Koka, Principal at IFC's Asset Management Company and iPortal Business Engagement Lead, "It's the simple things that make life easier. For investment staff, that means having project and client information in one place and knowing exactly what you need to do next in the project cycle."

With these iPortal enhancements, IFC staff can now access project and client information more efficiently, which saves time and energy they can devote to other operational priorities.



Photo: Olu Eletu

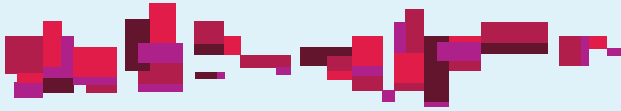
Digital Corporate Scorecard Improves Transparency

The World Bank Group's digital Corporate Scorecard provides an overarching view of the results and performance indicators of the Bank, IFC, and MIGA. Built on a model created several years ago to monitor the implementation of the Bank Group strategy, the Corporate Scorecard has undergone a dynamic makeover and now features enhanced data visualization.

The Corporate Scorecard enables users to easily access key data and related resources for each of more than 70 indicators. It is structured in three tiers: the first two present indicators to monitor aspects of growth, inclusiveness, sustainability and resilience, and the third includes measures of operational and organizational effectiveness.

Data visualization tools are used to display maps, graphs, and charts of Bank Group initiatives and priorities. A traffic light system conveys, at a glance, indicators for which there are positive results and those for which additional efforts are required. In addition, custom analytics are available on the Corporate Scorecard website.

Measuring the results of the work of the World Bank Group is crucial for accountability and transparency, and the new digital Corporate Scorecard makes an important contribution to this effort.



Up Close: Enterprise Mobility

People around the world are increasingly connected to their mobile devices, and this is no different for World Bank Group staff. To enable staff to more easily work from anywhere, many core business systems—including Travel, Open Data, Learning, IFC's iPortal, and the Bank's Operations Portal and Standard Reports—now have new mobile functionality. In addition, new transactions are added regularly to the WBG Approvals App. The Bank Group's app store, Apps@Work, was recently redesigned to make it easier for staff to download WBG mobile apps and stay productive while on the go.

Profile

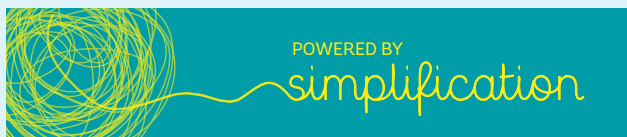
Sairam (Sai) Ramakrishnan
Washington, DC

It is a privilege to work at the World Bank Group, which has allowed me move to Washington, DC and given me many wonderful opportunities. Currently working in IFC, I am involved in leading the technical solution design and delivery of IFC's iPortal, a transformative business operations tool. By working collaboratively across ITS with a "customer first" mindset, we are looking at continuous improvement, integration, and delivery through active feedback. Working in such a dynamic field where there is always something new on the horizon, I strongly believe that this is the best time to work in ITS.



Delivery Highlights

- **Bank Operations Portal homepage** offers personalization features, facilitates searching for projects, and enables staff to bookmark and save searches.
- **Mobile-responsive websites for the President's office and President's Delivery Unit (PDU)** highlight priorities and key messages.
- **Knowledge module for the Bank's Standard Reports** enables users to drill down on Knowledge project details.
- **Executive Directors' Portal** now offers a gateway to Board and Committee actions and information resources.
- **Youth Portal** consolidates World Bank web content of interest to young people around the world.
- **Bank intranet site for Operations** provides improved search and filtering tools.
- **IFC's Management Team Dashboard** includes a portfolio view of projects and monitors the project pipeline across various dimensions.
- **Enhancements to IFC's Advisory Services Operational Portal (ASOP)**, which is integrating with the iPortal in FY17-18, leverage new technologies to better meet evolving business needs.
- **IFC's Supervision Activities Tracker** provides an easier way to access and monitor multiple client supervision activities in one location in iPortal.
- **IFC's iPortal Mobile App** provides on-the-go access to iPortal from smartphone and tablet.
- **Documents Tab in iPortal** replaces IFCDocs to provide an easier way for IFC staff to manage partner and project documents that are accessible from the iPortal mobile app.
- **Directory of Services** streamlines online access to over 300 administrative services from computer or mobile device.



Up Close: Simplification

The World Bank's "Simplification" initiative makes it easier for staff to solely focus on delivering timely results to clients. A dedicated website serves as a platform for staff to share simplification suggestions and recommendations—on business processes, procedures, and operational systems—as well as keep abreast of recent changes. ITS plays a critical role in advancing this initiative and supports ongoing efforts to further simplify processes and procedures. Feedback on various ITS products and services is reviewed regularly and helps ensure that ongoing and future system changes meet staff business needs.

What's Next

Help frontline staff prepare, implement, and evaluate operational products better and faster, including simplification, Agile Bank initiatives, and support of corporate policies in Operations:

- **Integrated monitoring and reporting** capabilities that combine budget, HR, and operational data.
- **Data mining** capabilities for structured and unstructured data, including documents and PDFs.
- **Operational IT systems** aligned to the new delivery model.
- **Simplified end-to-end product processing** by providing system flexibility to support streamlined business processes.
- **AccessIFC** external portal for secure, online interactions between IFC and its clients.
- **New iPortal capability** for contact management and further integration with Advisory Services' Operational Portal.

Retrospective: Modern Operations

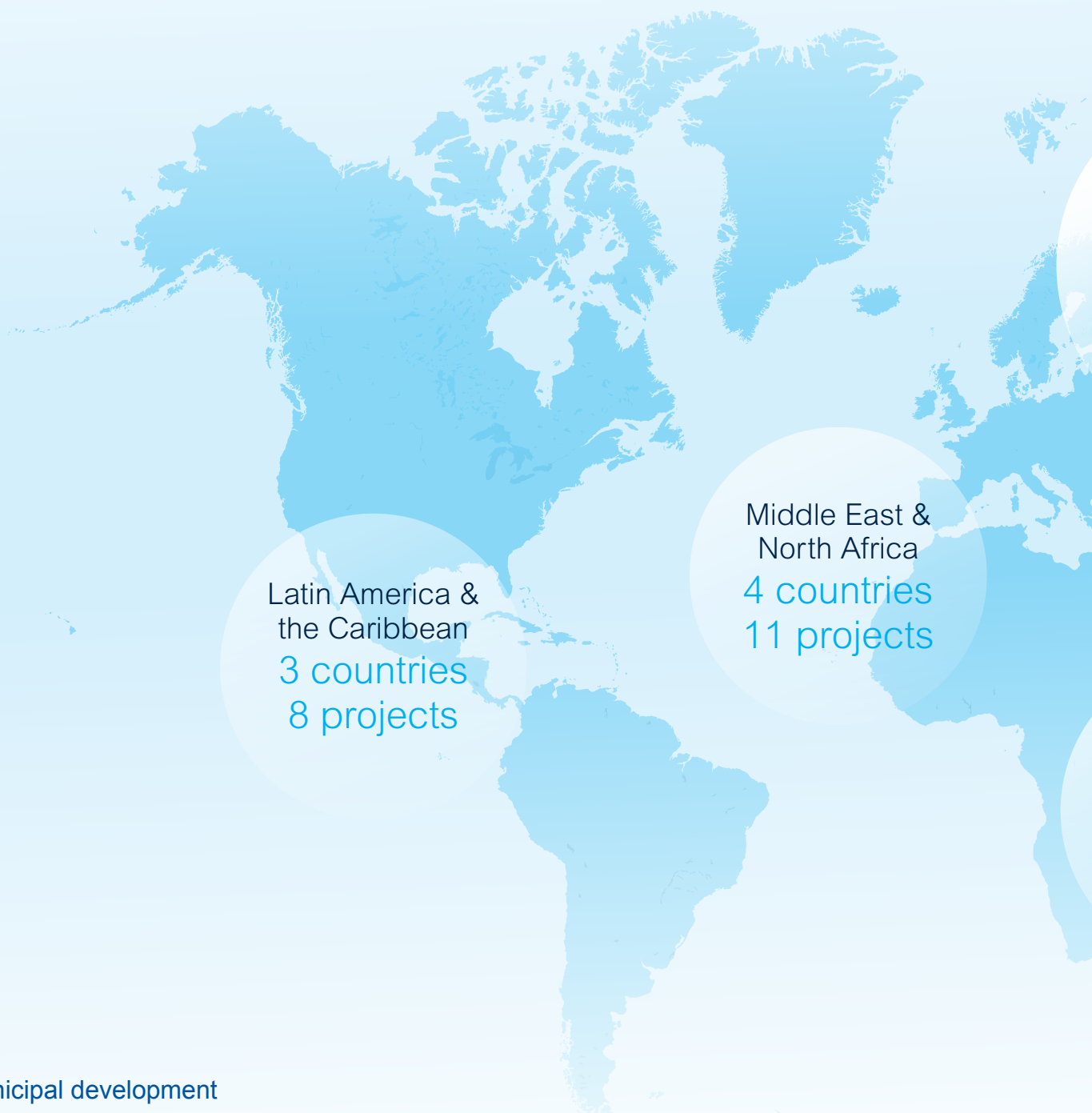
FY15	<p>Total capital spend \$12M (IBRD), \$7M (IFC)</p> <p>Total projects delivered 8 (IBRD), 8 (IFC)</p>	<p>Key Deliverables</p> <ul style="list-style-type: none"> • Comprehensive platform for FIFs • Implemented co-TTL and multi-GP/CCSAs • TF operational integration and mainstreaming • Integrated data and reporting on Advisory Services 	<ul style="list-style-type: none"> • Client Relationship Management for IFC Client Relationship Managers and IFC Investment Officers • IFC ASOP workflow approvals on iOS mobile • Certified data for 500 IFC partner records
FY16	<p>Total capital spend \$14M (IBRD), \$11M (IFC)</p> <p>Total projects delivered 5 (IBRD), 7 (IFC)</p>	<p>Key Deliverables</p> <ul style="list-style-type: none"> • Bank Standard Reports • IFC iPortal Client 360 launched • Integration of Bank loan and lending lifecycles • Better integration of Bank operational products with planning, budgeting, and costing systems 	<ul style="list-style-type: none"> • Systematic Tracking of Exchanges in Procurement system • IFC eTrust Funds Fundraising Application • IFC-wide extension of CRM to include MAS, INFRA, and FIG
FY17	<p>Total capital spend \$15M (IBRD), \$15M (IFC)</p> <p>Total projects delivered 6 (IBRD), 10 (IFC)</p>	<p>Key Deliverables</p> <ul style="list-style-type: none"> • iPortal rollout continues with: <ul style="list-style-type: none"> Automated project workflow Online templates Partner data de-duplication IFC Management Team Dashboard IFC Supervision Activities Tracker 	<ul style="list-style-type: none"> • Corporate Scorecards for Bank, IFC, MIGA results, and performance indicators • New WB Operations Portal homepage • President's Delivery Unit and site • Executive Directors' Portal relaunched • Youth Portal • Documents Tab in iPortal

ITS Support for ICT Projects



In addition to delivering transformative information and technology solutions to enable the World Bank Group achieve its mission, ITS also provides expertise in support of the Bank's Information and Communication Technology (ICT) projects in client countries. During FY17, ITS colleagues provided a broad range of support for ICT initiatives in over 33 countries, with focus on three key topics: Cloud for Development, Cybersecurity, and Information Management.

Cloud for Development: The Iraq Emergency Operation Project leveraged an innovative cloud platform to implement baseline surveys and a basic service needs assessment for citizens in targeted municipal areas.



Latin America &
the Caribbean
3 countries
8 projects

Middle East &
North Africa
4 countries
11 projects

municipal development
public sector management
procurement
governance
statistical analysis
climate resiliency
digital transformation
mobile technologies
tax administration systems
cybersecurity
health information



Cybersecurity: Workshops on risk and cybersecurity were conducted for government and finance officials in Ethiopia, Pakistan, Laos, Bangladesh, India, Azerbaijan, and Kyrgyzstan.

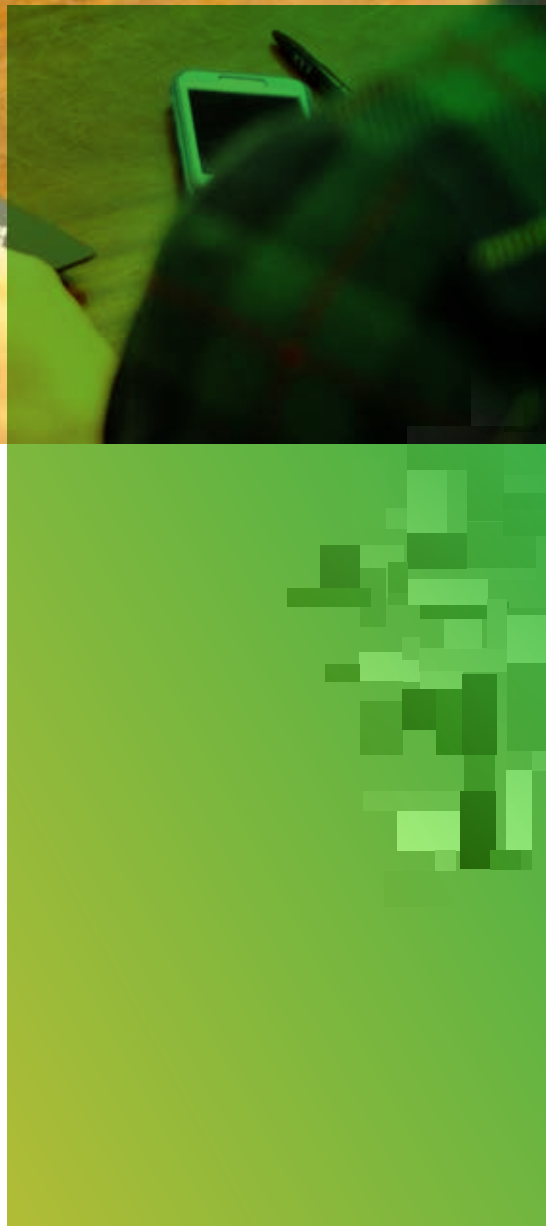


Information Management: The Bank helped simplify and revamp the government of Vietnam's M&E system for sustainability; a CRM database was developed to support the Colombia Disaster Risk Financing Project; and the Bank collaborated with other donors to assess Sierra Leone's health information system.





Photo: Patricia Riehn Berg



Information, Knowledge, and Learning

Visitors' ability to find content on the World Bank external website has increased from 28 percent to 82 percent.



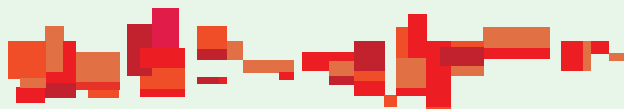
Photo: World Bank

Creating an “Audience-First” Digital Presence

With over 250 million visits per year, the World Bank’s external website (worldbank.org) is the digital gateway to the Bank’s mission, vision, products, and services. Until recently, much of the Bank’s web presence was shaped by internal silos and priorities. Feedback and data continually showed that this was not meeting the needs of external audiences. As one survey participant described it, “You have to be very knowledgeable of the Bank’s institutional structure to stand much of a chance of finding anything quickly.”

To make it easier for visitors to find what they are looking for, the Bank’s website was redesigned with a new, data-driven structure and navigation that reflects user-centered design principles. Google site search was also integrated to dramatically increase the quality of search results and reduce costs.

In parallel, the website was migrated to the cloud, which increased system performance and resulted in pages loading three times faster around the globe. The combination of these website improvements—the move to the cloud, enhanced search, and new navigation and visual design—have all contributed to providing an “audience-first” digital presence. Feedback indicates that visitors’ ability to find content on the site has increased from 28 percent to 82 percent. Access to the Bank’s data and knowledge products is now easier and faster than ever.



Up Close: Libraries Make a Difference

The WBG Library, in partnership with the International Monetary Fund (IMF), introduced the new Integrated Library System (ILS) to enable staff to search across print and electronic collections, select free and open access resources, and export results with citation management tools. Behind the scenes, the new ILS includes an Electronic Resources Management system to help track usage of licensed content, easily review terms and conditions of licenses, conduct cataloging, and manage lending materials. To stay current on industry best practices, the WBG Library management team visited national libraries in Mexico, Nicaragua, and Brazil, where they also provided training for staff and government counterparts.

Profile

Amithan Karmegam
Colombo, Sri Lanka

I am an administrative clerk based in the Colombo Office. As a recent recipient of the WBG's Information Management Lifetime Achievement Award, I'm proud and honored to say that I've been at the World Bank for 38 years now. One major aspect of my job that I'd like to highlight is my responsibility to keep track of and manage the Bank's records and information. Reliable and accurate records and information help ensure the preservation of the unique historical memories of the Bank's work, and I look forward to continuing to play a role in carrying out this important duty of maintaining the integrity and accessibility of information.



Delivery Highlights

- **Cloud for Development** partnership with Development Economics (DEC) is designed to improve the technology and associated services that support the Bank's data science and research communities.
- **Open Data website**, developed in partnership with DEC, revamped to incorporate several technical and usability improvements.
- **Open Learning Campus** is now available on mobile via dedicated apps for iOS and Android.
- **Open access and transparency** initiatives included the Open Archives program, the Bank's Open Access Directive, and streamlined fulfillment of Access to Information requests.
- **Records disposition missions** to several countries, including West Bank and Gaza, Sudan, Uganda, Tanzania, and Colombia.
- **Regional hub training** on Information and Records Management in Panama, Hanoi, and Dar es Salaam.
- **New ICSID website** includes a database of cases and the site is now multilingual and mobile friendly.
- **EZfile** allows staff to easily file documents directly into WBDocs, including from mobile devices.
- **WBDocs web portal redesigned** to make it more user-friendly with alerts and new search functionality to save queries and export results to Excel.



Photo: Judy C Wallace

Up Close: Archives & Information Management

Information management is central to the World Bank Group's vision of a Knowledge Bank. In FY17, great strides were made to support this vision, including efforts to ensure that staff know what documents to file and where. Filing systems and tools in the Bank and IFC were simplified, and the Bank's WBDocs repository was redesigned to be more user-friendly. In the WBG Archives, a ground-breaking oral history project looked closely at the legacy of Robert McNamara's leadership. In addition, a massive effort was carried out to review and manage IFC's paper files. This initiative helped ensure that key knowledge was captured, and it resulted in the leasing of additional space in the Bank Group's archival storage facility in a Pennsylvania mine.

What's Next

Support knowledge flow, collaboration, learning, and access to data within the WBG as well as with our clients, development partners, and the public:

- **Effective self-service reporting and analytics**, and standard reports and dashboards leveraging consistent and accurate data.
- **Retention and long-term accessibility** of digital content and data.
- **Efficient search** capabilities for our staff and external visitors.
- **Centralized knowledge repositories** to provide efficient 'one stop shop' project support.
- **Access to a staff resources roster** in a simple and intuitive manner.
- **Preservation of WBG institutional knowledge** through smart document management and archival solutions.

Retrospective: Information, Knowledge, and Learning

FY15	<p>Total capital spend \$8M (IBRD), \$3.9M (IFC)</p> <p>Total projects delivered 7 (IBRD), 2 (IFC)</p>	<p>Key Deliverables</p> <ul style="list-style-type: none"> • Global Knowledge Management & Collaboration • Access to Information • Open Info: Mobile Web • Open Info: Open Data 	<ul style="list-style-type: none"> • Pipeline Reports Re-Engineering and Database Redesign • IFC Investment and Risks Dashboard • IFC pipeline reporting
FY16	<p>Total capital spend \$9M (IBRD), \$5M (IFC)</p> <p>Total projects delivered 8 (IBRD), 3 (IFC)</p>	<p>Key Deliverables</p> <ul style="list-style-type: none"> • Open Learning Campus (OLC) • Open Archives and Access to Information • Policy and Procedure Framework (PPF) website and repository • New IDA website in support of IDA18 replenishment 	<ul style="list-style-type: none"> • The World Bank Open Data initiative • Bank Group's new mobile responsive external website • IFC standard corporate portfolio reporting • IFC Staffing Database
FY17	<p>Total capital spend \$6M (IBRD), \$6M (IFC)</p> <p>Total projects delivered 6 (IBRD), 9 (IFC)</p>	<p>Key Deliverables</p> <ul style="list-style-type: none"> • A cloud-based redesigned World Bank's external website • Open Data - mobile friendly • OLC Mobile App • WBG Openness Agenda initiatives • New ICSID website • EZfile for WBDocs 	<ul style="list-style-type: none"> • Improved user interface for WBDocs • Modernization of IFC's reporting platform • Standardized and simplified IFC Portfolio Reports & Dashboards • Expanded reporting and analytics for IFC Advisory Services • Migration from Cognos to Business Objects and upgrades to Informatica



Photo: World Bank

Modern HR

Global Mobility Support Framework

The Global Mobility Support Framework (GMSF) aims to provide competitive and appropriate levels of benefit support for Bank Group staff on assignment. The new framework was endorsed by the Human Resources Committee of the Board in July 2016. It addresses key challenges and removes hurdles to the mobility of Bank Group talent to meet evolving development needs.



The new GMSF plays a key role in the Bank Group's overarching Career Development Framework and strengthens the organization's overall employee value proposition.



Photo: Kait Loggins

Global Mobility Support Framework (cont.)

The new GMSF plays a key role in the Bank Group's overarching Career Development Framework and strengthens the organization's overall employee value proposition. Global mobility is also an important way for staff to expand their knowledge and experience. Moreover, mobility incentives—such as improved education benefits and added support for relocation—will increase the competitiveness of Bank Group benefit packages.

Extensive support from ITS to simplify and harmonize assignment benefits enabled the GMSF to go live in FY17. To implement the framework's objectives, enhancements were required for core systems such as PeopleSoft, SAP travel, and the POINT Onboarding system. Key highlights include:

- Introduction of the new Priority Placement Premium and enhanced education benefits.
- New Self-service transactions to improve user experience and simplify processing of benefits.
- Launch of GMSF estimator tool to calculate benefits based on assignment type and location.
- Simplified processing of STA/DAIS benefit payments to allow flexibility in the selection of currency, automate benefit calculation, and ensure equity across the organization.
- System support for grandfathering and policy transition measures.

Delivery Highlights

- **Major PeopleSoft changes** were implemented in support of the following key HR projects:
 - **Global Payment Provider** integrates with global payment provider Citibank to centralize payroll and pension payments. This major institution-wide initiative, implemented by ITS, WFA Payroll and Pension Administration, improves operational efficiency by centralizing payroll payments.
 - **Child Planning Benefit** makes the Bank Group the first international financial institution to assist eligible staff members with reimbursement for expenses associated with planning for a child through either legal adoption or birth/s in ways not covered by the medical insurance plan.
 - **New dental and vision providers**, for Washington-based staff, as well as enhancements to the open enrollment process and onboarding system, modifications to the medical benefits structure, and rollout of new coverage types and rates were realized. These changes were designed to provide better services for WBG families and lays the groundwork for other wellness initiatives.
- **Multi-year HR Data Repository Project** provides HR staff and WBG management with access to "golden record" HR data for reporting and analytics.



Up Close:

WBG People Strategy

The World Bank Group FY17-19 People Strategy aims to make our organization the best place to work in development. The People Strategy also highlights the need to modernize the systems and tools that support the activities of the Human Resources (HR) department. Today there are approximately 120 systems and applications that support HR activities, leading to a fragmented user experience and limiting HR's ability to analyze its own data. ITS works in partnership with HR to consolidate systems and automate and optimize processes. For example, the integrated talent management platform brings together the applications for recruitment, performance, and talent management into a consolidated system that will help automate workflows, facilitate reporting capabilities, and improve speed, flexibility, and responsiveness.

What's Next

Support the implementation of the WBG People Strategy, including improving HR fundamentals, delivering accurate and timely HR reports for managers, and implementing an integrated platform that will support a multi-generation global workforce, with:

- **New Talent Management suite**, including end-to-end Recruiting and Onboarding functionality.
- **System support for fragility, conflict, and violence (FCV) initiatives** in affected countries.
- **Tax allowance payment simplification** and modernization for US and UK nationals.
- **New vendor functionality** for wellness and disability services.
- **PeopleSoft upgrade** from version 9.1 to version 9.2.

Profile

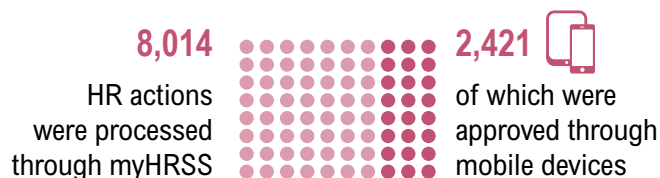
Shashi Ravishankar, Amirth Nagappan,
and Paola D'Alessandro
Washington, DC and Chennai, India

The ITS Personnel Systems team works to improve the quality of Bank Group benefits for staff. Shashi Ravishankar, Senior IT Officer, Amirth Nagappan, IT Analyst (Chennai), and Paola D'Alessandro, Senior IT Officer, supported and implemented technology changes in support of the Child Planning Benefit project, which provides financial benefits to staff who are planning to have a child through adoption or via reproductive assistance. The Bank Group is now the first IFI to provide such benefits, reflecting our dedication to staff diversity and inclusivity. This project was honored with the President's Award for Innovation and Excellence.



By the Numbers: Modern HR

HR Actions



LARS Requests



By the Numbers: Modern HR (cont.)

MyJobWorld



301,583

Applications for the year, an average of 75,396 per quarter



2,914

Vacancies for the year, an average of 729 per quarter

Annual Pay Increase



15,386

Staff Covered



138

Salary Plans



89

Currencies

Benefits

947

Total GMSF transactions

2,409

Total Life Events

311

Total Overseas Assignment transactions

Payroll



16,682

Total Staff



140

Countries



92

Currencies

Retrospective: Modern HR

FY15

Total capital spend

\$3M (IBRD), \$0.2M (IFC)

Total projects delivered

3 (IBRD), 1 (IFC)

Key Deliverables

- HR Renewal: PeopleSoft Reimplementation
- HR-Career Management System
- PeopleSoft Expenditure Review

- SRP Enhancements
- Upgraded POINT – HR OnBoarding System

FY16

Total capital spend

\$4M (IBRD)

Total projects delivered

2 (IBRD)

Key Deliverables

- ePerformance system
- Global Mobility Benefits Framework
- HR Help Desk (Phase 1)
- Workforce Planning and Analytics
- Ongoing Policy & Process Changes

- The Employer Group Waiver Plan
- HR Integrated Data Repository (Phase 1)

FY17

Total capital spend

\$4M (IBRD)
(IFC cost shared \$0.8M)

Total projects delivered

6 (IBRD)

Key Deliverables

- Ongoing Policy & Process Changes: enhancement to WBG Global Mobility Support framework, Benefits and Compensation, and Self-Service tools
- Health Plan changes implementation

- PeopleSoft Release Management System
- HR Integrated Data Repository (Phase 2)
- Assessment of PeopleSoft 9.2 upgrade completed
- Assessment of HR Simplification completed



Image of the Japanese Yen denominated bond issued by the World Bank in 1989.
Photo: Patricia Riehn Berg

Risk Management

World Bank Treasury's Custom Mandate Analytics

The World Bank Treasury Reserve and Advisory Management Program (RAMP) provides capacity building to support the sound management of official sector assets. The main goal of RAMP is to help clients—central banks, sovereign wealth funds, national pension funds, and supranational organizations—develop world-class asset management capabilities, including portfolio and risk management.

“

Fiscal year 2017 was characterized by a significant increase in custom requests associated with important new mandates.

”


Photo: Dotshock

World Bank Treasury's Custom Mandate Analytics (cont.)

The World Bank Treasury has several critical and time sensitive functions, including the onboarding of RAMP clients with new mandates, and providing existing clients with portfolio analytics, investment guideline monitoring, portfolio performance measures, and reporting. FY17 was characterized by a significant increase in custom requests associated with important new mandates, such as those of the Asian Infrastructure Investment Bank (AIIB) and the IMF.

While the onboarding process for new mandates is automated, the arrival of AIIB and IMF—each with a unique set of mandates—did not fit into this process. To enhance the onboarding process, the World Bank Treasury and ITS collaborated to automate Custom Mandate Analytics (CMA). The automation of CMA enables the Bank's Treasury to fulfill its obligations in the Investment Management Agreement and significantly reduces operational risks for AIIB and IMF.

Delivery Highlights

- **IFC's new Loan Pricing Model in iPortal** provides enhanced capabilities, including a simulation engine, related risk-adjusted return on capital (RAROC), and historical information.
- **The inclusion of investments in corporate bonds (rated AAA to A)**, as recommended by the World Bank Treasury's Enhanced Liquidity and Investment Management initiative, requires considerable upgrades to existing systems and processes, including:
 - **Rebuilding daily risk processes** and capacity building on a more scalable platform.
 - **Developing additional analytical reports** with decision support tools.
 - **Integration of the Bank's new Environmental and Social Framework** and the modification of current guidelines.
 - **Enhancements to the Treasury Compliance System** to monitor corporate investments.



Up Close: Disaster Recovery

ITS plays an important role in monitoring and assessing potential risks that could cause unexpected disruptions to day-to-day work. ITS has an Emergency Management Team (EMT) that conducts annual exercises to test its preparedness. These exercises allow the EMT to come up with an effective plan to not only account for staff safety but also secure vital WBG data and information for business continuity. This year, the ITS EMT successfully held a joint exercise with the WBG EMT to facilitate broader coordination and collaboration in the face of a highly complex scenario. ITS will continue with these exercises to ensure full and rapid responses to all operational and information security events.

What's Next

Help safeguard the Bank Group's credit ratings and reputation. Solutions will enable the business to actively monitor risk and take remediating actions when necessary:

- **Centralized data** to improve consistency of investment and risk information.
- **Risk function agility** to adapt to new products and services.
- **Liquidity and collateral management system** implementation.
- **Risk management analytics** for transactions and portfolio activities.
- **Quantitative risk framework** for the IDA balance sheet.

Virtual Command Center

During a routine, nighttime fire alarm test at our primary data center in early March, an electrical fault caused 80% of the center's power distribution units to shut down. This triggered a widespread outage that impacted Bank Group networks, servers, and storage. The problem was detected quickly, and ITS teams worked through the night to restore IT services. Halfway around the world, ITS colleagues in Chennai had just begun their annual staff picnic when they received word of the outage. The team established a "virtual command center" at the picnic to ensure that all mission critical systems were operational by 4:00 a.m. in Washington.



Virtual command center at Chennai picnic.



Up Close: Behind the Scenes

ITS is committed to maintaining the stability, availability, and security of essential World Bank Group information and technology systems, 24/7. WBG Information Security and Risk Management strengthens the overall cybersecurity program through improvements in preventative controls, monitoring, collective threat intelligence, rapid detection, and incident response. To effectively support Bank Group business objectives, IT governance processes improve transparency and assist in ITS decision-making. Furthermore, robust internal control over financial reporting (ICFR) acts as a cornerstone to measure client confidence by implementing entity-level and system controls related to financial system applications and supporting infrastructure.

Profile

Taciana Muniz
Washington, DC

Originally hailing from Brazil, I'm greatly inspired by the Bank's work toward achieving its twin goals, which are near and dear to my heart. In my current role as lead program management officer in ITS Finance, I'm responsible for managing projects that are in various stages of execution and ensuring that our team's IT risk projects are on budget, scope, and schedule. This helps our managers see where there's a potential for red flags. Many of the team's initiatives—for example, implementing new systems or enhancing legacy applications—enable the risk line of business to safeguard the World Bank Group's credit rating and reputation.



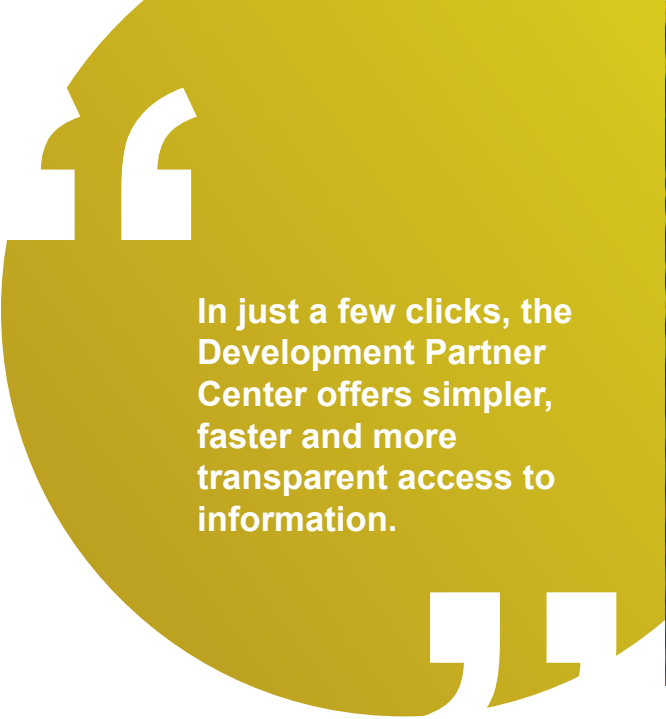
Retrospective: Risk Management

FY15	Total capital spend \$2M (IBRD), \$5M (IFC)	Key Deliverables	
	Total projects delivered 1 (IBRD), 2 (IFC)	<ul style="list-style-type: none"> • QSA Portfolio Analytics for Market and Credit Exposure • Automation of market data capture & stabilizing market data processes & storage • QRA PFE and CVA System 	
FY16	Total capital spend \$3M (IBRD), \$7.5M (IFC)	Key Deliverables	
	Total projects delivered 2 (IBRD), 5 (IFC)	<ul style="list-style-type: none"> • Automated Market Data Capture and Review System • IFC's Investment Risk Platform (IRP) 	
FY17	Total capital spend \$1M (IBRD), \$4M (IFC)	Key Deliverables	
	Total projects delivered 4 (IBRD), 3 (IFC)	<ul style="list-style-type: none"> • Automation of Custom Mandate Analytics • Enhanced Liquidity and Investment Management • IFC's Investment Risk Platform (IRP) 	<ul style="list-style-type: none"> • IFC IRP ratings as system of record for IFC operational processes and IFC's financial statements • IFC Loan Pricing Model in iPortal



Photo: Markus Spiske

Core Financial and Strategic Budget Systems



In just a few clicks, the Development Partner Center offers simpler, faster and more transparent access to information.



Photo: Markus Spiske

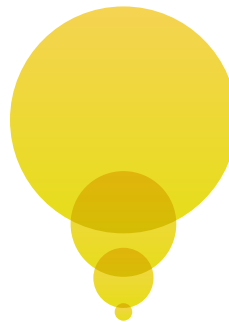
Development Partner Center

Staff and partners have long sought a simplified way to access Bank Group financial data and information, with improved business intelligence and analytics. Key organizational stakeholders—Development Finance, MIGA, World Bank Treasury, and WBG Finance and Accounting—saw an opportunity to collaborate with ITS on new technology to realize this goal.

The partners worked directly with users to gain insights on what was needed most, and collaborated to implement a single-access “eBusiness” platform. The new platform—now being rolled out for clients, investors, development partners, and staff—integrates four Bank Group finance applications: the Development Partner Center, Client Connection, Treasury Client Center, and MIGA’s iGuarantee.

The Development Partner Center offers clients simpler, faster, and more transparent access to key information. In just a few clicks, it provides personalized views and enhanced visualizations of financial information on Bank and IFC trust funds, financial intermediary funds, and IDA resources.

By the Numbers: Core Financial and Strategic Budget Systems



11,562,013 total SAP Financial Transactions processed in 2017 such as Liabilities, Assets, Expenses, and Revenues; including

5,386,292 for IBRD

3,068,229 for IFC

42,624 for MIGA



30,000 WBG travelers made

130,000 trips in FY17

95,000 originated from country offices and

35,000 from Washington, DC



Up Close: Data Driven

In accordance with a mandate of the World Bank Group Data Council, ITS has coordinated with business units to facilitate data governance initiatives and established a data stewardship network. Through the availability of modern analytics technologies and the ability to integrate data across the organization, this data-driven approach provides a seamless flow of information to the right people at the right time to make informed decisions—both within and outside of the organization.

Profile

Luisita I. Guanlao
Washington, DC

I've been fortunate to have had the opportunity to work in various functions in ITS, from business intelligence, information management, enterprise architecture, and now as IT portfolio manager for Development Finance. Currently, I'm responsible for the systems that support the Bank's resource mobilization for development finance. This year is historic in this respect, with the implementation of IDA18 Replenishment—the largest ever—in support of the Forward Look. In addition to learning more about the different parts of ITS, this experience has equipped me to provide cross support to Bank operational projects with IT components. I've also gained a better appreciation of the challenges the Bank's teams and clients face.

Delivery Highlights

- **IDA18 system changes** for Bank, Treasury, Loan, and operational systems. Changes in the liquidity management approach will have a significant impact on IDA business.
- **SAP Business Planning and Consolidation** (BPC) module supports the Bank Group W process, providing stronger internal controls, richer budget decision data, and integrating better with other planning areas.
- **Bloomberg project** replaces Treasury Asset Management's in-house Money Market System to provide an industry standard trading solution.
- **WBG Cash System** replaces six legacy Bank and IFC cash management systems with "Quantum" to automate manual business processes and align WBG treasuries with industry standards and best practices.
- **Bottomline** replaces SWIFT Alliance Integrator system to provide enhanced functionality and simplify business and technical implementation strategies.
- **Reuters and Bloomberg Terminal Consolidation** projects bring Bank and IFC infrastructures into unified systems to achieve cost savings through the reduction of environmental footprint and licensing models.
- **MIGA Portal 2.0** provides a launch pad for all MIGA IT applications and includes a customized view of applications based on user profile.





Up Close: System Integration

System integration greatly enhances the WBG's ability to work efficiently across all areas to maintain reliability and validity of deliverables, and ITS continues to work across business lines to implement integrated solutions. For example, OPCS, WFA, and ITS have successfully completed the first phase integration of the loans and operations systems (iLAP and Operations Portal 3). This simplification enables task teams to deliver quickly and effectively to clients while guaranteeing consistency in information between the two systems. The goal of this initiative is to eliminate manual confirmation and approvals, financial reporting errors, data integrity issues, and reduce operational risk.

What's Next

Support administrative simplification efforts in core financial, budgeting, and administrative systems, and implement enhancements to budgeting, general ledger, and other priorities:

- **Advanced data visualization** and well-defined sets to improve access to information, transactions, and the ability to report customer/partner/donor interactions 360 degrees.
- **Financial process performance improvements** by reducing the amount of manual data reconciliation and providing multiple views of data.
- **Increased support for business processes** on mobile devices.
- **Treasury system enhancements** to incorporate IDA data and bolster the IDA balance sheet.

Retrospective: Core Financial and Strategic Budget Systems

FY15	<p>Total capital spend \$12M (IBRD), \$7.3M (IFC)</p> <p>Total projects delivered 8 (IBRD), 5 (IFC)</p>	<p>Key Deliverables</p> <ul style="list-style-type: none"> • ePayables 1.1 • Upgrade of Treasury's Client Management Platform • Summit FX Summit FX Option Module • Managed Co-Lending Portfolio Program 	<ul style="list-style-type: none"> • RMS - Re-engineering Financial Sustainability Reporting System • Cash systems replacement • Disbursement Modernization
FY16	<p>Total capital spend \$13M (IBRD), \$4.9M (IFC)</p> <p>Total projects delivered 8 (IBRD), 5 (IFC)</p>	<p>Key Deliverables</p> <ul style="list-style-type: none"> • The Trust Fund Shareholder Record keeping • Market Data Golden Copy • Country Clearance • TRE Exadata • Admin Portal 	<ul style="list-style-type: none"> • SAP Business Planning and Consolidation – module development and stabilization • IFC Investran Platform • IFC Summit and Performance Treasury systems integration with Exadata platform
FY17	<p>Total capital spend \$21M (IBRD), \$9M (IFC)</p> <p>Total projects delivered 9 (IBRD), 6 (IFC)</p>	<p>Key Deliverables</p> <ul style="list-style-type: none"> • Development Partner Center • IDA18 • The WBG Cash Systems Replacement • The SWIFT Alliance Integrator • Reuters & BT Consolidation 	<ul style="list-style-type: none"> • Budget formulation module in SAP Business Planning and Consolidation • New SAP General Ledger • IFC Cost Allocation functionality in Financial Sustainability Reporting System • IFC Accounting Special Ledger



Photo: Lightpoet

End User and Work Experience

I love ezConnect! It's so easy I don't even know it's there. I am a really happy customer.



Photo: World Bank

Anytime, Anywhere — ezConnect

Productivity is no longer confined by office walls. World Bank Group staff have an increasing need to work remotely: on mission, from home, in an airport, at a client site, and everywhere in between. In response to staff feedback and in line with the ITS framework for remote access, “ezConnect” was introduced as the primary Bank Group solution for seamless remote access to WBG systems and applications from a corporate computer.

The implementation of ezConnect achieved several important milestones. It was the first such solution deployed across the entire World Bank Group, demonstrating a commitment to “delivering as one” and simplifying the landscape for our staff. It was also the first time we deployed a new product entirely via self-service, in which staff simply had to click to install. Creating this simple click and go solution was a major behind the scenes engineering feat. It proved effective: between July and November 2016, approximately 97% of Bank Group staff around the world installed ezConnect.

Lauded for its ease of use, ezConnect does not require staff to take any action—when working outside the WBG network, they simply open their corporate laptops and it connects automatically. “I love ezConnect! It’s so easy I don’t even know it’s there. I am a really happy customer,” said Vera Lapshina, IFC Senior Budget and Finance Officer. The ezConnect solution replaced the Bank’s legacy tool, Fiberlink E360, which required two-factor authentication. Importantly, the move to ezConnect generates \$900,000 in cost savings each year.

ITS continues to streamline the remote access landscape, giving staff the flexibility and tools that allow them to work anywhere, at any time, from any device. Now that ezConnect is the primary solution for Bank Group computers, it’s clear that staff also require simple and secure access to the WBG network from their mobile devices and personal computers—this will be an FY18 priority initiative.



Up Close: Cybersecurity Awareness

ITS conducts quarterly awareness campaigns to help staff recognize and respond to evolving cyber threats. This helps to ensure that staff comply with the organization's cybersecurity directives and reduces risks to the Bank Group caused by hacking and leaks. In FY17, there were three cybersecurity campaigns designed to reach 26,000 Bank Group staff. To help gauge the success of these efforts, the WBG Office of Information Security conducted quarterly phishing exercises to test how readily staff can identify suspicious email messages.

Profile

Nasrat Khalid
Kabul, Afghanistan

I work as an IT Analyst at the Kabul Office where my responsibility is to make sure that staff can work from anywhere through the availability of innovative IT tools that allow virtual sharing and collaboration. Given the highly unpredictable and volatile working environment, we regularly face security challenges, including the most recent major bombing, which occurred extremely close to our office. Therefore, on top of providing and maintaining a reliable network and system access for an uninterrupted workflow, it is also extremely crucial for me to ensure the safety and security of staff on the operational side as well.

Delivery Highlights

- **Windows 10/PC Refresh** modernizes the WBG computing environment and improves security while also providing new laptops and desktops to staff with older computers.
- **Windows Hello** enables users to log into their PCs using a fingerprint or 6-digit PIN, and is being introduced as part of a long-term strategy to simplify secure access to WBG systems. WBG rollout will be completed in FY18.
- **Mobile app upgrades and rollouts** for staff to stay productive from anywhere, including the Approvals App, iPad productivity apps, and the Gmail app on Android.
- **Delegation Portal** for managers to assign responsibility or authority to another WBG staff member to ensure proper workflow while out of the office. Delegation authority is enabled for 21 SAP and 4 non-SAP approvals.
- **WebEx usage** now averages more than 23,000 meetings each month.
- **Personal Conference Line (PCL)** is a simple solution to host a conference call with people inside and outside of the WBG. PCL does not require scheduling and is ideal for meetings that do not require moderation.





Up Close:

Enterprise Architecture

The Enterprise Architecture team partners with stakeholders to ensure the IT landscape is cohesive and responds efficiently to business-driven changes. Its primary goal is to provide a structured process and serve as an authoritative reference for effective IT planning and execution. Each layer of the enterprise architecture contributes principles, models, and requirements for the review process: the strategy layer drives the business, and the business layer drives the rest. In addition, the team establishes and maintains an effective process to incorporate new technologies and ideas into the Bank Group IT landscape.

What's Next

Enable staff productivity by offering a seamless user experience across devices and applications and anywhere, anytime connectivity in a secure way:

- **A common platform for collaboration**, including documents and records management.
- **Expanded Enterprise Mobile Apps program** to deliver apps with high demand from WBG staff.
- **Time Recording System (TRS) and Wayfinder** mobile apps.
- **A paperless office** environment.
- **App store** for all the mobile and desktop software needs of staff.
- **Biometrics** becoming the primary authentication method.
- **Ready On Day One** – 95% of new hires will be ready to work on their first day on the job.

Retrospective: End User and Work Experience

FY15	Total capital spend \$9M (IBRD), \$5.1M (IFC)	Key Deliverables <ul style="list-style-type: none">• Global deployment of the integrated communications platform, standardizing the enterprise telephony system WBG-wide	<ul style="list-style-type: none">• File, Sync & Share (Box): WBDocs and Box integration – implemented ability to file single document(s) from Box into WBDocs• Correspondence and Deliverables Tracking
	Total projects delivered 3 (IBRD), 3 (IFC)		
FY16	Total capital spend \$11M (IBRD), \$8.4M (IFC)	Key Deliverables <ul style="list-style-type: none">• WBG Print Project Deployment in HQ• WBG Service Desk Transition• Mobile Apps Approval & Platform Expansions• Jabber as replacement of IBM's Sametime	<ul style="list-style-type: none">• WebEx/Video Conferencing integration with Outlook• Custom World Bank Group applications i.e. "My Mission" app, self-service web tool "iUnlock"
	Total projects delivered 5 (IBRD), 7 (IFC)		
FY17	Total capital spend \$22M (IBRD), \$9M (IFC)	Key Deliverables <ul style="list-style-type: none">• ezConnect remote access solution• Windows 10 Operating System and PCRefresh rollout	<ul style="list-style-type: none">• Email Group Management as self-service for managing distribution groups• Delegation of Approvals
	Total projects delivered 7 (IBRD), 4 (IFC)		

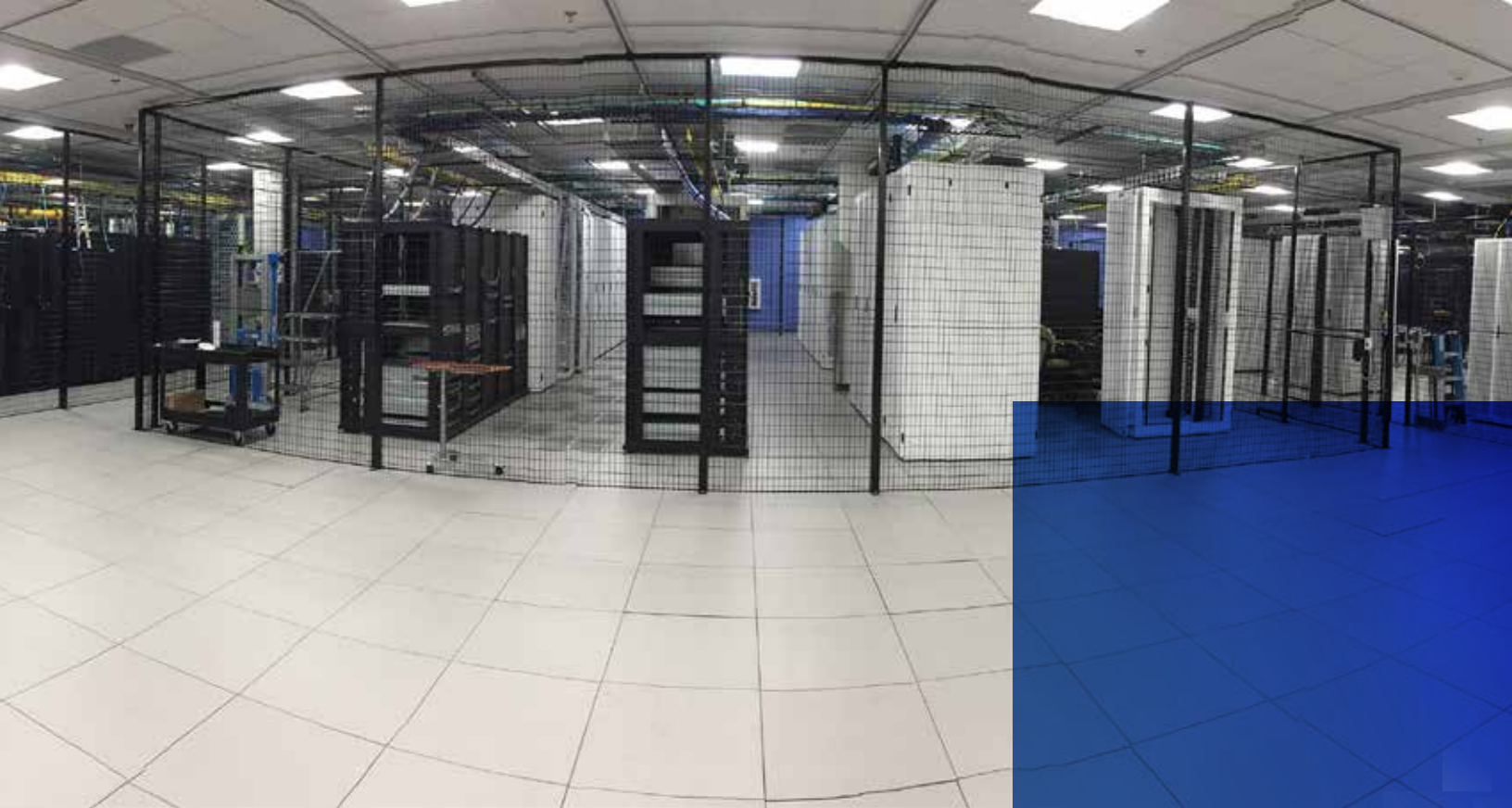


Photo: Nikolay Mihaylov

Modern Foundational Technology Infrastructure



Data Center Consolidation

Often referred to as the “brain” of any large organization, a data center hosts and protects the applications, services, and data that are critical to everyday business operations. The World Bank Group began FY17 with five data centers located throughout the Washington metropolitan area, and ended the year with only two in Northern Virginia. This important streamlining initiative resulted in operational efficiencies, a smaller Bank Group data center footprint, and estimated annual savings of \$2.4 million.

Given our “cloud first” principle and shift away from in-house systems, we estimate that demand for WBG-managed data center resources will decline significantly. According to Arthur Riel, ITS Director for Cloud and Middleware Engineering, “With more and more data and applications moving to the cloud, the World Bank Group is now better positioned to meet evolving business needs.” After consultations with key business partners, a strategic decision was taken to pursue a collocated facility with a variable cost model and the flexibility to adjust power, server, and cable use as needed. With more and more data and applications moving to the cloud, the World Bank Group is now better positioned to meet evolving business needs.

Simplifying the landscape from five to two data centers was not simple at all. A series of load shifts and power-down exercises were executed prior to the move. Over 350 ITS colleagues, on site and around the world, were involved in cleaning and decommissioning hundreds of assets and coordinating the premigration of over 1,000 physical and virtual servers. The move required 16 truckloads to carry nearly 600 assets and 2,400 cables. This was all done without any impact on World Bank Group staff or business.

In addition to making data center management easier and less costly, the new collocation center in Northern Virginia provides improved security to protect Bank Group data better, in a modern, above ground, hurricane-proof facility. The reduced data center footprint also advances the organization’s Sustainable Development Goals.



Up Close: Innovation and Cost Savings

ITS is taking advantage of the latest technology to achieve cost-savings and drive innovation across the organization. Through the SAP Infrastructure Replenishment project, ITS deployed the state-of-the-art Converged Infrastructure model (VBlock) as the Bank Group's next generation SAP infrastructure platform. VBlock provides engineered and reliable solutions for standardization through a converged system of servers, storage, and networking. This increases system performance at significantly reduced costs while simplifying management. Annual projected savings are \$750,000, which is \$3.75 million over the five-year system life cycle. It will also reduce the Bank Group's carbon footprint and improve the user experience through faster response times.

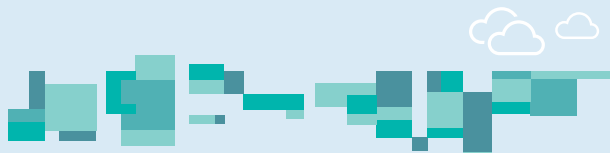
What's Next

Continue to strengthen the Bank Group's technology foundations and IT architecture to modernize applications, leverage the cloud, strengthen cybersecurity, and improve connectivity:

- **Technical support to the WBG research/ analytics community** leveraging the cloud.
- **On-demand, high performance** access to information.
- **Identity, Credential, and Access Management (ICAM)** enhancements leveraging Enterprise Monitoring Services.
- **Digital Signature** implementation to provide digital verification of electronic transactions.
- **Next generation search** technology platform and ecosystem, driven by industry trends and staff requirements, to provide relevant information access and discovery tools to improve staff productivity.

Delivery Highlights

- **Bandwidth upgrades for 120 country offices**—with particular attention to offices in fragile and conflict states with slow or unstable telecommunication links—to provide staff with faster access, improved quality, and pay-as-you-go satellite services.
- **Splunk ITSI and AppDynamics**—two modern performance monitoring tools—enable agile responses and improved services to our clients to ensure high levels of service quality, reliability, alerting, and reporting.
- **Data storage modernization** to simplify operation, enhance automation, and reduce real estate and power requirements. Significantly improved performance at the storage layer.
- **Dark Fiber network** replacement in support of the data center moves to ensure network connectivity and resiliency throughout HQ. Cost savings enable purchase of additional capacity and full redundancy.
- **IT Vendor Management System**, a cloud-based solution, streamlines the ITS contingent workforce management process by centralizing and integrating workflows and automating the procurement, onboarding, approval, and invoice payment processes.
- **Email Group Management (EGM)** enhancement enables staff to add external members, copy internal and external bulk addresses, and manage large groups of up to 500 members.
- **Institutional Software Asset Management (ISAM)** to inventory key software assets, maintain compliance, identify opportunities for cost efficiencies, and reduce overall software costs.



Up Close: Cloud First

Proprietary applications of the past are being replaced by faster, more flexible ones in the cloud that enable staff to easily collaborate with partners and conduct business on the go. ITS has established a “cloud first” strategy, aiming for two-thirds of its systems to be in the cloud by FY21 to achieve greater flexibility, agility, and cost efficiencies. By tapping into proven technology resources and acquiring new products more easily, we can concentrate on what matters most for our mission: finding better solutions to development problems. Our data is also safer in the cloud—protected from natural disasters and political unrest—with improved disaster recovery ability. With the cloud’s on-demand model, we only pay for the resources we use.

Profile

Madda (Anna) Ba Coulibaly
Bamako, Mali

As an IT Analyst based in the Bamako Office, my role goes beyond monitoring, troubleshooting and keeping all IT systems up and running. Our office is often confronted with crises—such as a coup d’état that happened a few years ago—so by being creative and coordinating effectively with the Malian Crisis Management Team, I make sure that staff are safe and continue to have access to the Bank system and applications. Business continuity is vital to the work that we do, and I’ve had great support from my colleagues in terms of staying connected even under difficult circumstances.



Retrospective: Modern Foundational Technology Infrastructure

FY15	Total capital spend \$49M (IBRD), \$6.4M (IFC)	Key Deliverables <ul style="list-style-type: none"> • New Email System - Microsoft Exchange • BPM and Enterprise Workflow Framework/Platform • WBG Data Quality Program 	<ul style="list-style-type: none"> • Case Management System for IFC CAO • Cyclical Replenishment of Infrastructure
	Total projects delivered 35 (IBRD), 7 (IFC)		
FY16	Total capital spend \$47M (IBRD), \$7.8M (IFC)	Key Deliverables <ul style="list-style-type: none"> • Major server consolidation and migration to an enterprise class backup and archiving application • ICAM framework • Security initiatives i.e. event & incident management and network forensics tools 	<ul style="list-style-type: none"> • Key capabilities for WBG Client Relationship Management platform • ISAM • The Bank's Loan Information Source • IFC Exadata ODS, ACBS, TRS, and FSRS
	Total projects delivered 54 (IBRD), 10 (IFC)		
FY17	Total capital spend \$30M (IBRD), \$6M (IFC)	Key Deliverables <ul style="list-style-type: none"> • Data Center consolidation • Next generation SAP infrastructure platform (VBlock) • HQ Campus Dark Fiber Network Renewal 	<ul style="list-style-type: none"> • Storage infrastructure modernization • Enterprise Monitoring and Performance Testing Strategy Implementation • Country Office Bandwidth Improvement
	Total projects delivered 43 (IBRD), 8 (IFC)		

IT Client Satisfaction Survey Results

Continued Improvement in 2017

ITS conducts periodic IT client satisfaction surveys to ensure that its products, services, and solutions meet the business needs of World Bank Group staff. In the past, ITS conducted a comprehensive annual survey to measure performance. This year ITS shifted to a shorter, quarterly survey. This change enables ITS to take a more continuous pulse of client satisfaction and to address staff feedback more quickly. Results from the latest quarterly survey indicate that overall satisfaction with Bank Group IT products and services increased to 76%.



85% 

Staff continue to be very satisfied with the level of support from their local IT teams, especially in Country Offices.

72% 

Global Support Service enhancements, such as in-house specialty service desks, have been reflected in an improved satisfaction rate.


77% 

Staff approve of their mobile devices and plans.

81% 

Staff satisfaction with their desktops and laptops was high, consistent with the PCRefresh campaign.

These surveys will continue to serve as benchmarks for ITS to effectively evaluate current products and services. ITS will use feedback from the survey results and other recommendations to make relevant changes and enhancements to business systems and applications—including Search, WBDocs, and Bank and IFC intranets—to better meet staff needs going forward.



ITS is committed to delivering transformational business solutions while ensuring operational excellence, managing risks, and protecting business resilience.



Photo: Joey Kyber

The Road Ahead

The FY18-20 ITS strategy prioritizes delivering solutions for the business, maximizing value for money, and excelling at basics. Through user-centric solutions, a faster delivery process, an enhanced IT operating model, and robust enterprise architecture and information security, ITS will build upon a strong foundation to provide cost-effective solutions. The strategy is endorsed by Bank Group institutions and governance, including ITC and the WBG Group Business Review (GBR), chaired by President Kim.

The strategy calls for ITS to align information and technology resources in support of the Bank Group's twin goals. The IT operating model will be optimized by enhancing business partnerships, modernizing technology, increasing agility, improving staff skills, simplifying internal processes, and strengthening performance management using key performance indicators (KPIs).

These internal improvements will be carefully sequenced over the three-year timeframe and a “cloud-first” approach will play a key role in these IT modernization efforts. ITS is committed to delivering transformational business solutions while ensuring operational excellence, managing risks, and protecting business resilience. To strengthen budget transparency and help identify additional efficiencies, ITS will start monitoring Operations and Maintenance (O&M) costs, in detail, at the application, portfolio, and service levels.

The strategy embraces innovative and dynamic changes in the global IT sector, such as the shift to digital business, the availability of cloud-based products, the use of data analytics and mobile computing, and increased cybersecurity risks.

FY18-20 ITS Strategy | The Road Ahead

ITS Enables The World Bank Group Mission

Twin Goals | Three Ways | Four Pillars



Strategic Priorities



Solutions for Business



Value for Money



Excel at Basics



Business Transformation

Partner with Business
on Key Initiatives



Modern Operating Model

ITS Key Initiatives to
Improve Value



Business Outcomes



Client Responsiveness



Organizational Effectiveness



Managed Risks

Solutions for Business

Fast | Flexible | Friendly

Value for Money

Selective | Agile | Standard

Strategic Priorities



Excel at Basics

High-Performing | Resilient | Secure

Modern Operating Model



Modern IT Architecture



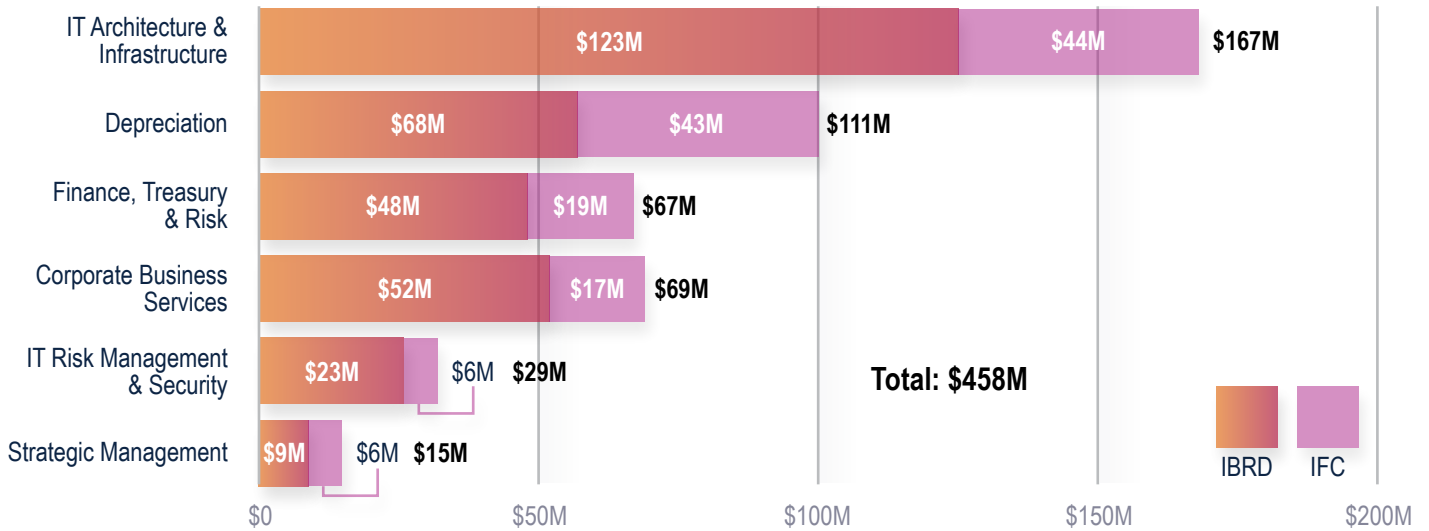


Key Takeaways

- 1 ITS services and products are **KEY** to business success of the front, middle, and back lines.
- 2 ITS will **gradually optimize its operating model and sequence the implementation of a modern IT architecture** that includes mobile, data analytics, and cloud computing.
- 3 ITS strives to **deliver increased business value and protect the institution** within a reduced budget.
- 4 Selectivity, simplification, and standardization **require business partnership and commitment.**

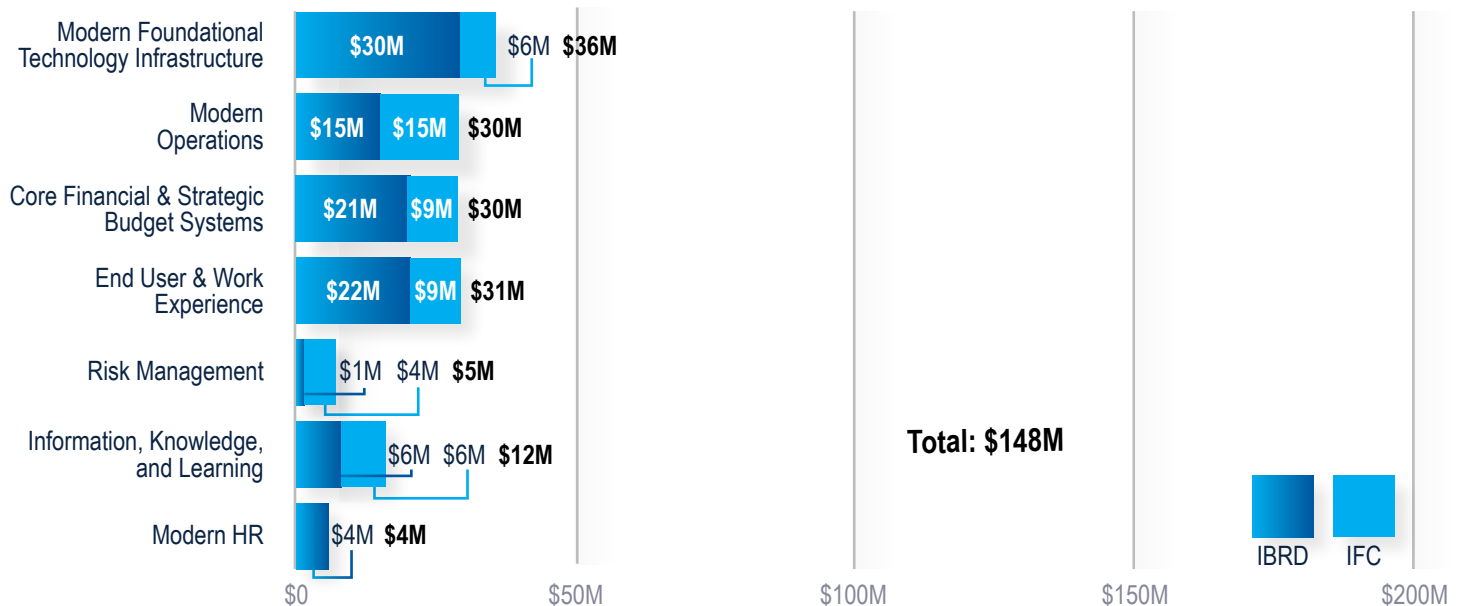
ITS Financial Summary

FY17 Administrative Spend (\$M)*

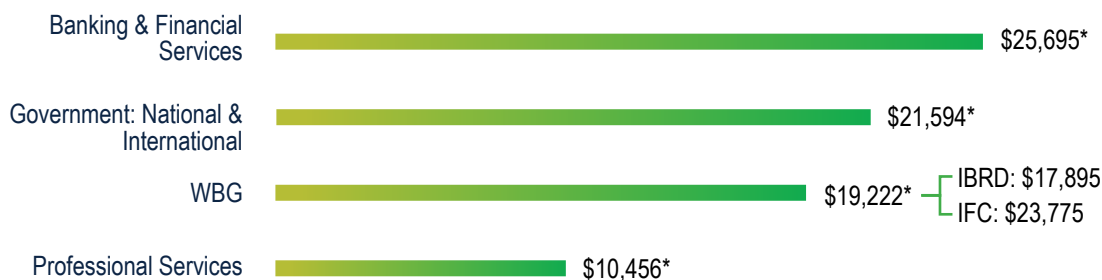


*IFC is providing part of its budget to ITS through a shared services agreement.

FY17 Capital Spend (\$M)



IFI Benchmark: IT Spend per Seat (FY16 Data)



* Source: Gartner IT Key Metrics Data (Dec 2016)

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