

The World Bank's Approach to Global Programs: An Independent Evaluation

Phase 1 Annexes



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Abbreviations and Acronyms

AAA	Analytical and advisory activities
AIDS	Acquired immune deficiency syndrome
APL	Adaptable Program Loan
BB	World Bank's administrative budget
CAS	Country assistance strategy (World Bank)
CGIAR	Consultative Group on International Agricultural Research
CGAP	Consultative Group to Assist the Poorest (a microfinance program)
CODE	Committee on Development Effectiveness (World Bank)
CTF	Consultant Trust Fund
DALY	Disability-adjusted life year
DEC	Development Economics Vice-Presidency (World Bank)
DGF	Development Grant Facility (World Bank)
ESMAP	Energy Sector Management Assistance Program
ESSD	Environmentally & Socially Sustainable Development Network (World Bank)
FIAS	Foreign Investment Advisory Service
FRM	Resource Mobilization Department (World Bank)
FSAP	Financial Sector Assessment Program
FSE	Financial Sector Network (World Bank)
FY	Fiscal year
GAVI	Global Alliance for Vaccines and Immunization
GCGF	Global Corporative Governance Forum
GDLN	Global Development Learning Network
GDN	Global Development Network
GEF	Global Environment Facility
GFHR	Global Forum for Health Research
GKP	Global Knowledge Partnership
GMI	Global Micronutrient Initiative
GPG	Global Public Goods Fund
GPPPs	Global public policies and programs
GWP	Global Water Partnership
HDN	Human Development Network (World Bank)
HIPC	Highly-indebted poor country
HIV	Human immunodeficiency virus
HRP	Special Programme of Research, Development and Research Training in Human Reproduction
IAD	Internal Audit Department
IDA	International Development Association
IDF	Institutional Development Fund
IFC	International Finance Corporation
IMF	International Monetary Fund
InfoDev	Information for Development Program
IPR	Intellectual property right
ISG	Information Solutions Group
LIL	Learning and Innovation Loan
MD	Managing Director
MDGs	Millennium Development Goals
MMV	Medicines for Malaria Venture
NGO	Nongovernmental organization

ODA	Official development assistance
OECD	Organization for Economic Cooperation and Development
OED	Operations Evaluation Department (World Bank)
OP	Operational Policy
OPCS	Operational Policy and Country Services
PACT	Partnerships for Capacity in Africa
PAD	Project Appraisal Document
PATS	Partnership Approval and Tracking System
PCD	Project Concept Document
PPIAF	Public-Private Infrastructure Advisory Facility
PREM	Poverty Reduction & Economic Management Network (World Bank)
PRH	Population and Reproductive Health Capacity Building Program
PRSP	Poverty Reduction Strategy Paper
PSI	Private Sector Development & Infrastructure Network (World Bank)
QALY	Quality-adjusted life year
SDG	Solar Development Group
SPAAR	Special Program for African Agricultural Research
SRM	Strategy and Resource Management Vice-Presidency
SSP	Sector Strategy Paper (World Bank)
TB	Tuberculosis
TDR	Special Programme for Research and Training in Tropical Diseases
TF	Trust funds administered by the World Bank
TFO	Trust Funds Operations Department
TRIPS	Trade-Related Intellectual Property Rights (WTO)
UNAIDS	Joint United Nations Programme on HIV/AIDS
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific, and Cultural Organization
UNICEF	United Nations Children's Fund
VP	Vice-Presidency
WBI	World Bank Institute
WCD	World Commission on Dams
WDR	World Development Report (World Bank)
WHO	World Health Organization
WorLD	World Links For Development Program
WTO	World Trade Organization
WWF	World-Wide Fund for Nature/World Wildlife Fund

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Annex A. The Bank's Policy and Institutional Framework for Managing Global and Regional Partnerships

The Bank has made substantial progress in establishing an institutional framework for managing global programs. The key events during the last four years are presented in Box A.1.

1. Policy Framework for Overall Management of Partnerships

The Board presentation of January 30, 2001, summarizes the current policy and institutional framework for managing Bank involvement in global programs. Generally speaking:

- **Executive Board:** Endorses policy direction and strategy.
- **Managing Directors (MDs):** Provide strategic direction and oversight.
 - Effective November 2000, all major new partnerships have to be approved by MDs, in accordance with six criteria.
- **Vice-Presidents (VPs):** Exercise operational responsibility.
 - Prepare new programs, oversee ongoing programs, and manage in-house programs
 - Initiate, approve, and manage trust fund agreements.
 - Review annually all partnership programs based on a clearly defined partnership strategy.
 - Decide to maintain or to exit from existing programs.

Box A.1. The Bank's Institutional Framework for Managing Global Programs: Key Events since 1997	
August 1997	The establishment of the Development Grant Facility (DGF) to place all global and regional programs that receive World Bank grant funding under a single management umbrella.
May 1999	The creation of the Partnership Council, chaired by an MD and composed of VPs particularly active in partnerships, as an advisory body to support a more proactive management of partnerships and to provide a forum for Bankwide discussion and learning.
April 28, 2000	Two presentations to the Board, on Partnership Oversight and Selectivity and Addressing Global Dimensions in Development to initiate a Bankwide strategy for partnerships and global programs.
September 25, 2000	A communiqué of the Development Committee Ministers establishing a set of four criteria to guide the Bank's involvement in global and regional programs and five institutional priority areas for Bank involvement.
November 6, 2000	A memorandum from Sven Sandstrom to the Bank's VPs formalizing a set of six criteria for engaging in partnerships and establishing that MDs would review all major new partnerships at the conceptual stage.
January 30, 2001	The presentation to the Board of a consolidated Framework for Managing Global Programs and Partnerships.
March 2001	The creation of the Management Committee comprising the President and the MDs, to address issues of priority and strategy for global programs and partnerships.
March 2001	The identification of five global public goods priorities and five corporate advocacy priorities for the Bank in the Strategic Directions paper for FY02-04.
April 2001	The establishment of the Global Public Goods (GPG) Fund of \$7.5 million for FY02 to provide additional incentives for work, primarily at the regional and country levels, on the five GPG priority areas defined in the Strategic Directions Paper.
August 2001	The formalization by the PSI Network of a risk assessment and approval process for private sector partnerships.
November 20, 2001	The presentation to the Board of a new framework for improved management and effectiveness of World Bank-administered trust funds.
December 2001	Two memoranda from Jeffrey Goldstein and Motoo Kusakabe, launching a new Partnership Approval and Tracking System (PATS), which integrates several partnership-related processes into one business process: (1) an initiating concept note for seeking MD approval for new global and regional partnerships, (2) the DGF application process, (3) the initiating brief for trust funds, and (4) the risk assessment and approval process for private sector partnerships.

2. Definition of a Partnership

A “partnership” is a program or arrangement wherein:

- The Bank **formally** commits resources (financial, technical, personnel, or reputation) along with other partners toward a common objective.
- The activity **is** one that the Bank would not or could not do alone.
- The activity is at the regional, global, or institutional level (not country program).
- The partners share the outcomes and the risks (i.e., this is not a contractor relationship).¹

The policy and institutional framework for managing global and regional partnerships only applies to the first two of the three types of partnerships mentioned in the Board presentation of January 30, 2001.²

- Global or thematic programs
- Institutional partnerships
- Operational partnerships at the country level.

3. Development Committee Criteria for the Bank’s Involvement in Global (and Regional) Programs

In their communiqué issued on September 25, 2000, the Development Committee Ministers endorsed a set of **four criteria** to guide the Bank’s involvement in global and regional programs and **five institutional priority areas** for Bank involvement.

The **four criteria** are:

- A clear value added to the Bank’s development objectives
- The need for Bank action to catalyze other resources and partnerships
- A significant comparative advantage for the Bank
- An emerging international consensus that global action is required.

The **five institutional priority areas** are:

- Promoting improved economic governance
- Trade integration
- Preventing the spread of communicable diseases
- Protecting the global environmental commons
- Information and knowledge about development.

4. Global Public Goods and Corporate Advocacy Priorities

In the Strategic Directions paper for FY02-04, the Bank’s Management identified five **global public goods priorities** (based upon the five institutional priority areas) and five **corporate advocacy priorities**.

The **five global public goods priorities** are:

- Communicable diseases
- Environmental commons
- Information and knowledge
- Trade and integration

1. Partnership Approval and Tracking System, launched December 14, 2001.

2. “A Framework for Managing Global Programs and Partnerships,” page 7.

- International financial architecture.

The **corporate advocacy priorities** are:

- Empowerment, security, and social inclusion
- Investment climate
- Public sector governance
- Education
- Health.

5. Millennium Development Goals

In a news release, dated September 19, 2001, the World Bank announced that it was joining the United Nations as a full partner in implementing the Millennium Development Goals (MDGs), which aim to improve the lives of the world's poor. The eight MDGs are:

- To eradicate extreme poverty and hunger
- To achieve universal primary education
- To promote gender equality and empower women
- To reduce child mortality
- To improve maternal health
- To combat HIV/AIDS, malaria, and other diseases
- To ensure environmental sustainability
- To develop a global partnership for development.

6. Approval Criteria for New Partnerships

In a Board presentation on April 28, 2000, and an internal memorandum, the Bank's management established **six approval criteria for engaging in partnerships**:

- A clear linkage to the Bank's core institutional objectives and, above all, to the Bank's country operational work
- A strong case for Bank participation based on comparative advantage
- A clear assessment of the financial and reputational risks to the Bank and how these will be managed
- A thorough analysis of the expected level of Bank resources required, both money and time, as well as the contribution of other partners
- A clear delineation of how the new commitment will be implemented, managed, and assessed
- The clear plan for communicating with and involving key stakeholders, and for informing and consulting the Eds.

7. Approval Process for New Partnerships

Since the Board presentation on April 28, 2000, but effectively since the internal memorandum from Sven Sandstrom to all Vice-Presidents, dated November 6, 2000, VPs have been required to refer all **major new** partnerships for approval to their respective MDs **at the early concept stage**—that is, before the Bank makes a firm commitment to partners.³

VPs retain the discretion not to refer new partnerships to MDs for approval where there is minimal involvement of the Bank's resources or reputation, but they are required to do so in three specific cases:

- All DGF applications for new programs
- All new global and regional trust funds
- All new private sector partnerships.

Before approving new programs, MDs may consult with their colleagues on the Management Committee or seek advice from the Partnership Council. After MD approval, the VPU is authorized to secure and sign agreements with other partners and to mobilize the relevant resources (World Bank's administrative budget, DGF, Trust Funds, in-kind contributions, etc.).

The Bank's management is not required to seek approval for new partnerships from the Executive Board except in the following cases:

- Where the Bank proposes to make a specific financial contribution (such as grants from the DGF)
- Where the President proposes to serve as a director of an entity related to the partnership (such as for the Critical Ecosystem Partnership Fund)
- Where the Bank proposes to provide exceptional grants from net income (such as for the East Timor and Kosovo Trust Funds)
- Where the Bank proposes to enter into a cooperation agreement with another international organization, beyond a temporary or administrative nature.

The launching of the new Partnership Approval and Tracking System (PATS) in December 2001 was intended to integrate several partnership related processes into one business process—(1) the initiating concept note for seeking MD approval, (2) the DGF application process, (3) the initiating brief for trust funds, and (4) the risk assessment and approval process for private sector partnerships—and to provide a central depository of accurate and up-to-date information on the Bank's global and regional partnerships.

8. The Management Committee

In an internal memorandum the Bank established a Management Committee, consisting of the MDs and himself, to provide a new governance structure and managerial oversight with respect to corporate priorities. This was intended to support of the Regional and Network Vice-Presidencies to bring more focus to the Bank's corporate priorities and to consolidate and align the Bank's activities and initiatives.

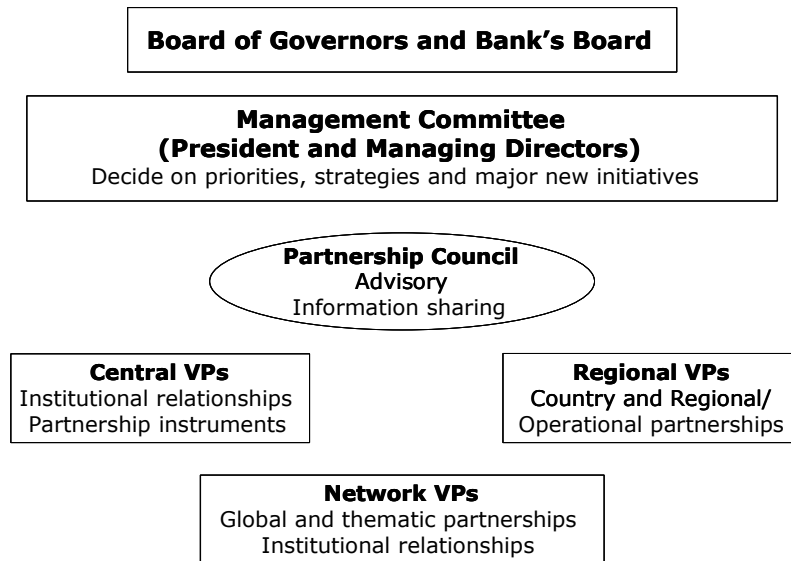
Since its establishment, the Management Committee has, at a meeting on April 25, 2001, established the Global Public Goods (GPG) Fund (of \$7.5 million in FY02) in order to provide additional incentives to encourage work on GPG priorities at the country and regional levels, and, at a meeting on July 25, 2001, allocated the resources from the GPG Fund to nine proposals.

3. DEC and OED are exceptions. The DEC Vice-President is a Managing Director and OED reports directly to the Board.

9. The Partnership Council

The Bank created the Partnership Council in May 1999 to help coordinate the growing range of the Bank’s partnerships and to deliver the Bank’s corporate agenda in a more inclusive and coherent way. The Council is composed of Vice-Presidents particularly active in partnerships and chaired by an MD. It has two major functions—it serves as a clearinghouse for information on the Bank’s global and regional partnerships, and provides advice to individual MDs and the Management Committee on issues relating to partnerships (figure A.1).

Figure A.1. Bank’s Management of Global Programs



10. Responsibilities of Network Vice-Presidencies for Global Programs

While the idea for a new global program may come from virtually anywhere—either outside or inside the Bank—and may be promoted within the Bank by anyone (whether a Board member, the President, a senior manager, or a staff member), once a new global program moves beyond the concept stage, the sponsorship of the program must find an institutional home somewhere in the Bank. For global programs, this is generally one of the network VPUs, and for Regional programs, one of the Regional VPUs. Central units such as DEC and WBI may also have line responsibility for global programs—as DEC has for three programs⁴ and WBI for three.⁵ The Information Solutions Group (ISG) has line responsibility for the management of the Development Gateway.⁶

Line responsibility for global programs includes the following:

- Preparing new programs

4. Global Development Network, Partnership in Statistics for the 21st Century, and Integrated Framework for Trade.

5. Global Development Learning Network, Global Knowledge Partnership, and World Links. Management responsibility for implementing World Links is actually shared between World Links (an NGO) and WBI.

6. While the Development Gateway has “exited” the Bank, the Development Gateway Foundation has a management contract with the Bank that has been assigned to ISG.

- Oversight of ongoing programs
- Management of those programs that are housed in the Bank
- Integrating all partnership activities in the annual business planning process
- Sponsoring applications for DGF grants
- Initiating, approving, and managing trust fund agreements
- Allocating BB resources
- Applying for resources from the GPG Fund
- The preparation of Sector Strategy Papers, which, since the creation of these networks in 1997, have been expected to scan the universe of relevant players in each sector and discuss existing or other potential partnerships based on the Bank's comparative advantage vis-à-vis these other players
- An annual review of all the partnership programs managed within its lines based on a clearly defined partnership strategy and including decisions whether to maintain or to exit from individual programs.

Line responsibility of Network VPUs for global programs is distinct from the responsibility of Sector Boards and Network Councils for prioritizing proposals for DGF funding. For example, the Education Sector Board and the HDN Council sponsored the World Links program, and the PREM Council sponsored the three DEC programs in FY01. The Development Gateway and the Partnerships for Capacity in Africa (PACT) were exceptions in FY01 that were not reviewed by Sector Boards and Network Councils under the regular DGF rules.

Annex B. Defining Global Public Goods

Global public goods are distinguished, first, from “private” goods and, second, from “national” public goods. These distinctions help to explain (1) why the World Bank, as a global organization, has become increasingly involved in the provision of global public goods, (2) why the Bank’s involvement is mostly in the form of partnerships with other such organizations, and (3) why the Bank’s financial contributions are largely in the form of grants. The purpose of this annex is to define these terms and to explain their implications for the World Bank’s involvement in global public programs.

“Public goods” are distinguished from private goods by two important characteristics—non-rivalry and non-excludability. Non-rivalry means that many people can consume, use, or enjoy a public good at the same time: one person’s consumption does not reduce the benefits that others can derive from consuming the same good at the same time. Non-excludability means that it is difficult to exclude from consumption those who do not pay for, or otherwise contribute to, the supply of the good.

“Global” public goods are distinguished from national and local public goods by their reach. Their public characteristics, whether non-rivalry and/or non-excludability, spill across national boundaries. People in more than one country can consume the good at the same time. For national and local public goods, however, only those who live in a given country or in a given locality benefit from the provision of such public goods (figure B.1).

In their book, *Global Public Goods: International Cooperation in the 21st Century*, Inge Kaul, Isabelle Grunberg and Marc Stern extend the concept of reach beyond countries and geography to encompass in addition socioeconomic groups of people and generations.⁷ Truly global public goods include a variety of global rules that facilitate global commerce, trade, transport, and communications,⁸ and such phenomena as climate change, communicable diseases, and peace and security.

In a report prepared for the Development Committee, Bank management placed additional emphasis on externalities as global public goods. It described global public goods as “commodities, resources, services and also systems of rules or policy regimes with substantial cross border externalities—that are important for development and poverty reduction, and that can be produced in sufficient supply only through cooperation and collective action by developed and developing countries ... this approach involves the idea of both cross-national benefits and cross national *collective action* to achieve them.”⁹ In practical terms, the paper argued that in addition to market failure, collective action is needed due to the free-rider problem and the resulting undersupply of public goods. Others, including some participants in the launch workshop for this evaluation, argue that public goods are not the only class of goods that are undersupplied, and that all goods that are undersupplied and that have high marginal social value, whether private or public, should in principle be candidates for provision by global programs.¹⁰

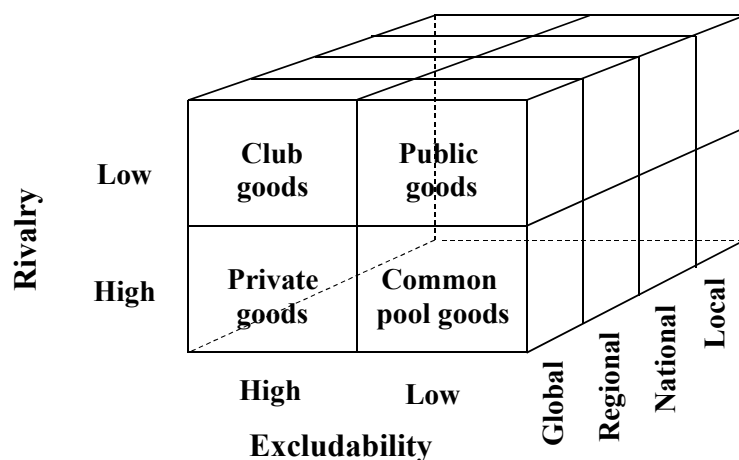
7. New York: Oxford University Press for UNDP, 1999, pp. 10-11.

8. Rules and standards governing “free” markets are the purest of pure public goods, although they are abstract. Once in place, anyone within the jurisdiction covered by the rules “consumes” them without reducing their availability to other people. If they are effectively enforced, there is not only no excludability, there is no exit, except by moving outside the jurisdiction of the rules. But because rules are public goods, they are also subject to all the collective action problems of supplying them, including unequal distribution of power among participants who design the rules.

9. “Poverty Reduction and Global Public Goods: Issues for the World Bank in Supporting Global Collective Action,” Report No. DC/2000-16, September 6, 2000, p. 2. Washington, DC.: World Bank and IMF.

10. Richard N. Cooper, “Financing International Public Goods: A Historical Overview and New Challenges” in Gerrard, Ferroni, and Mody (eds.), *Global Public Policies and Programs: Implications for Financing and Evaluation* (Washington, D.C.: World Bank, 2001), pp. 15-29.

Figure B.1: Global Public Goods



Public, Private, Club, and Common Pool Goods

Very few goods are pure public goods. Broadcast television and radio are good examples, within the vicinity of the broadcast signal. Many people can choose to watch the same television program at the same time. All those who live within the vicinity can choose to watch without paying for it, beyond the initial purchase of a television set. Some goods, such as toll roads, are non-rival (up to the point of congestion), but excludable, and are referred to a toll goods or “club” goods. Other goods, such as many natural resources, are non-excludable but rival, and are referred to as “common pool” goods.

However, whether a good is a public, private, club, or common pool can also depend on public policies, technology, and historical circumstances. Just as the construction of a tollbooth converts a major highway from a public good to a club good, public policies such as annual television licenses in the United Kingdom and technologies such as cable and satellite TV and signal scramblers have converted television programs into more of a club good in many parts of the world. Land registration and titling systems have also converted agricultural land from a common pool good to a private good (except for any externalities associated with private land use). Historically, most of the infrastructure in the currently industrialized countries was created through private investment in the nineteenth century, but saw an enormous growth of public sector investment in the twentieth century due to its recognized centrality to economic development.¹¹ Some infrastructure (such as telecommunications) is once again experiencing considerable private sector investment in a legal environment that regards telecommunications as a private good. The same infrastructure can be either a public or a club good, depending on whether access is restricted to those willing and able to pay. Piped water, gas, or a sewer system are excludable until access is gained, after which their use tends to be non-rival depending on a variety of circumstances.

Technological change not only lowers costs but also may cause shifts from private to public goods and vice versa, again with profound implications for financing and institutional arrangements. The Internet, the telephone and telegraph system, piped sewage, irrigation, and transport are all examples of public goods replacing private goods (hand-carried messages, septic tanks, tube wells, and canals), and the desktop computer is an example of a private good replacing a club or a public good

11. *World Development Report 1994: Infrastructure for Development* (New York and Washington, D.C.: Oxford University Press for the World Bank, 1994).

(depending on its use), the mainframe computer. Because the ideal combination of public, private, and common pool resources is needed to achieve development changes over time and space, the World Bank, as a multilateral development bank with member countries ranging from the least to the most developed, is in an ideal position to stimulate increased production of public goods.

The essential problem with public goods is that market mechanisms tend to undersupply them and to oversupply public “bads,” such as air and water pollution. Even “free” markets have some public goods aspects, such as the rules and the standards governing their operation. It is arguable that rules are the purest of pure public goods, albeit abstract public goods. Once in place, anyone within the jurisdiction covered by the rules “consumes” them without reducing their availability to other people. If they are effectively enforced, there is not only no excludability, there is no exit, except by moving outside the jurisdiction of the rules. But because rules are public goods, they are also subject to all the collective action problems of supplying them.

Many public goods (such as improved agricultural technologies, and medicines and vaccines generated by scientific research) are also characterized by economies of scale in production and distribution, require lumpy investments, and thereby involve market failures. When these goods are provided by the private sector (in the form of improved seeds and inputs at a price), they become club goods that the poor are unable to afford. The same applies to the information and investments in the management of common pool resources such as watersheds. In addition to economies of scale in production, the benefits (or costs) of such investments tend to be long-term, sometimes off-site (the so-called spillovers in the management of common pool resources), and thereby difficult to value, measure, or capture, which makes cost recovery or sale of services difficult. The temptation to “free ride” on the benefits of investments financed by others and the “Prisoners’ Dilemma”—the lack of information among potential participants about the benefits of cooperation—impedes the supply of public goods. Therefore, without public action and investment, such activities typically tend to be underfinanced and undersupplied. Not surprisingly, public investments (in agricultural, natural resource, and medical research, for example) have traditionally been, and to date remain, important even in contemporary industrial countries.

Global, Regional, National, and Local Public Goods

Turning now to “global public goods,” few goods are truly global in nature. The boundaries among global, regional, national, and local public goods are often as blurred and context-specific as the distinction between public and private goods. Climate change is a truly global good. Peace is another. Without peace, global trade, transport, and capital movements, not to mention national growth prospects, are inhibited. Some public “bads,” such as infectious diseases and carbon emissions, can be global, regional, national, or local in character.

With respect to supply of global public goods, sometimes a large country or a large private corporation will find it in its individual self-interest to supply a global public good.¹² Private foundations and civil society organizations may also provide some global public goods from time to time.¹³ But in the absence of a global government with taxation powers, some kind of global collective action is necessary to supply them.

12. The Suez and Panama canals are two examples. The former was built by private companies, and the latter by the United States government.

13. The contributions of the Rockefeller and Ford Foundations to the development of high-yielding varieties of wheat and rice at International Maize and Wheat Improvement Center (CIMMYT) and International Rice Research Institute (IRRI) are such an example. Private foundations are distinguished from the commercial private sector by the absence of a profit motive. Civil society organizations are interest groups in society that are independent of the government and distinct from the commercial private sector.

Annex C. Stages in the Policy Cycle of a Global Program¹⁴

- 1. Identifying and defining an issue that requires global action:**
 - Initial research, analysis, awareness-raising, and advocacy, as needed
 - Identifying alternative strategies to address the issue
 - Determining that collective action is required, and that some kind of partnership could be instrumental in alleviating the problem.
- 2. Identifying the right partners. Bringing together motivated partners from:**
 - Bilaterals and multilaterals
 - Bank borrowers
 - Public sector
 - Private sector
 - Civil society including NGOs.
- 3. Formalizing the partnership:**
 - Selecting a cost-effective strategy: Determining, ex-ante, the potential cost-effectiveness of alternative strategies with implicit partners
 - Agreeing upon the appropriate degree of formality—from simple MOU to formal agreements—depending on, among other things, the level of resource commitments
 - Agreeing on financing, governance, and management arrangements
 - In due course, a “new” organization may have to be created.
- 4. Engaging other stakeholders:¹⁵**
 - Systematic consultation to identify stakeholders in different groups: donors, implementers, beneficiaries, professionals, and country-level task managers
 - Assessing their needs, priorities, interests, and perspectives
 - Getting their input into the objective function and strategy
 - Agreeing on the extent of their involvement, both quantitative and qualitative.
- 5. Designing the program**
 - Governance and management arrangements
 - Financial arrangements
 - Linkage with country work
 - Risks and risk management
 - Monitoring and evaluation.
- 6. Implementation:**
 - Establishing objectives and targets for implementation—proposed inputs and resource requirements
 - Mobilizing resources—financial, physical, and human resources, including technical expertise, secondees, paid consultants, volunteers, and administrative support
 - Putting in place governance and management arrangements, and accountability to partners and other stakeholders

14. The policy cycle may end with the establishment of new policies and associated institutions that facilitate individual action by national governments or the private sector. Other cycles may lead to a new global program of activities to support or implement the new policies.

15. Partners are a subset of stakeholders. Stakeholders are “parties who are interested in or affected, either positively or negatively, by the program.”

7. Reviewing and revising:

- Measurement and monitoring of outputs, outcomes, resource use, and partnership impact
- Internal and external assessments of the changing environment, to determine if the activity is still relevant in the changing environment
- Self-and independent evaluations
- Revision procedures–built-in process of revising arrangements, objectives, and targets in light of experience and feedback on regular basis, including decisions to “declare victory and get out”
- Exit strategy–procedure for terminating the partnership once objectives are achieved or if involvement of one or more partners becomes untenable.

Annex D. Inventory of 70 Global Programs

Program	Start date	Legal entity	In-house	DGF status	DGF grant FY02	TF contributions FY01	Country-level TA	Retailing grants	Partners
ESSD Network									
Environment									
1 Critical Ecosystem Partnership Fund	2000	No	No	Window 1B	5.00	No	Yes	Yes	Conservation International,* GEF, MacArthur Foundation
Forest Partnerships Program				Window 2	0.65				
2 Forest Alliance for Conservation and Sustainable Use	1999	No	Yes (Joint with WWF)	Window 2	(0.30)	Yes	Yes	Yes	WWF
3 Forest Trends*	1999	Yes	No	Window 2	(0.10)	No	No	No	Greenpeace, WWF, Global Env. Funds, Rainforest Action Network, Ecotrust, O'Boticario, Assidoman Mater Engineering Weyerhaeuser, Collins Companies
4 Program on Forests (PROFOR II)	2002	No	Yes	Window 2	(0.15)	No	Yes	No	FAO, Bilateral agencies, Participating developing countries
5 The Global Mechanism to Combat Desertification	2001	No	No	Window 2	1.25	Yes	Yes	No	IFAD*, UNDP, UNEP, AfDB, ADB, IDB, GEF, CCD Sect.
6 Millennium Ecosystem Assessment	2000	No	No	Exited FY01		No	No	No	ICLARM,* UNF, FAO, UNDP, UNEP, UNESCO, CGIAR, WHO, GEF, Norway, SIDA, NASA, WRI, Packard, Rockefeller, Avina, Summit, Wallace Global Fund, 3rd World Academy of Sciences, Meridian Institute
7 Collaborative Partnership on Forests	1998	No	No	non-DGF		No	No	No	UNFF,* DESA, FAO, UNDP, UNEP, CBD, ITTO, CIFOR
8 Global Environment Facility*	1991	No	No	non-DGF	Yes	329.88	Yes	Yes	FAO, IFAD, UNEP, UNDP, UNIDO, RDBs, GEF Member Countries

Program	Start date	Legal entity	In-house	DGF status	DGF grant FY02 funds	TF contributions FY01	Country-level TA	Retailing grants	Partners
9 International Coral Reef Initiative	1995	No	No	non-DGF	No		Yes	No	Philippines*Sweden* (jointly), UNESCE, UNDP, UNEP, CORAL, WWF, IUCN, 4 Coral Reef Networks: CORDIO, ICRAN, ICRIN, GCRMN
10 Multilateral Fund for the Implementation of the Montreal Protocol	1991	No	No	non-DGF	Yes	35.10	No	Yes	UNEP*, UNDP, UNIDO, Member Countries
11 Prototype Carbon Fund	2000	No	Yes	non-DGF	Yes	9.01	Yes	Yes	Canada, Finland, Japan, The Netherlands, Norway, Sweden, BP Amoco, Chubu Electric Power Company Inc., Chugoku Electric Power Company Inc., Deutsche Bank, Electrabel, Fortum OYJ, Glide Strategic Situations B.V., Gaz de France, Kyushu Electric Power Company Inc., MIT Carbon Fund, Mitsubishi, Norsk Hydro ASA, RWE Aktiengesellschaft, Skikoku, Statoil, Tohoku Electric Power Company Inc., Tokyo Electric Power Company Inc.
Rural Development									
12 Consultative Group on International Agricultural Research	1972	No	Yes	Window 1A	50.00	80.70	Yes	No	FAO, UNDP, SPAAR Information System / Netherlands CGIAR Liaison, Novartis Foundation for Sustainable Development, Fondo Regional de Tecnologia Agropecuaria, Fourth International Technical Conference on Plant Genetic Resources, European Initiative for Agricultural Research for Development (EIARD)
13 Global Water Partnership*	1996	No	No	Exiting FY02	0.40		No	No	UNDP, 11 bilateral agencies, Ford Foundation
14 The World Commission on Dams	1998	No	No	Exited FY01	Yes	0.40	No	No	IUCN,* WHO, WRI, Transparency International, World Archeological Congress, International Energy Agency, Env. Monitoring Group, International Comm. on Large Dams, International Rivers Network, International Assoc. for Impact Assessment
15 Capacity Building for Trade Policy, Strategy Development, and WTO Negotiations	1999	No	Yes	non-DGF	Yes		No	No	DFID, Netherlands, UNDP, AERC, SELA, ESCWA

	Program	Start date	Legal entity	In-house	DGF status	DGF grant FY02 funds	TF contributions FY01	Country-level TA	Retailing grants	Partners
16	Commodity Price Risk Management Project	1999	No	Yes	non-DGF	Yes		Yes	No	FAO, UNCTAD, IDB, AfDB, European Commission, DFID, African, Caribbean & Pacific Group of States, Netherlands Ministry of Foreign Affairs, Zurich Re Insurance, North America, TotalFina Elf, SOFRECO, Day Robinson International Consulting Ltd., Société Francaise d'Assurance-Credit, Rabobank, World Trade Organization, Vrije Universiteit Department of Finance, Uganda Coffee Trade Federation, University of Athens, OPEC, International Copper Study Group International, Cooperative Alliance, International Federation of Agriculture Producers, International Sugar Organization International Rubber Study Group, Marché a Terme International de France (MATIF), African Specialty Products, ABN-AMRO, Association of Coffee Producing Countries, The Board of Trade of the City of New York, CMS WebView plc, Centre Etude pour la recherche le Développement Internationale (CERDI), Common Fund for Commodities, Commonwealth Secretariat, CPM Group, Crédit Lyonnais, Rouise Derivatives, Denton Wilde, Sapte Ecole Nationale Supérieure Agronomique de Rennes, Faculté der Economische Wetenschappen Vrije Universiteit, Economic and Social Institute, Free University, Flemings -- Robert Flemings Insurance Brokers Ltd., Fortis Bank, Futures and Options Association (FOA), Futures Industry Institute, The Grain and Feed Association
17	Feeding Minds, Fighting Hunger	1999	No	No	non-DGF	No		No	No	World Food Day USA, * FAO, UNESCO, Future Harvest, American Fed. of Teachers, IFPRI, Nat. Peace Corps Assoc., Newsweek Ed. Program
18	Global Integrated Pest Management Facility	1996	No	No	non-DGF	No		Yes	Yes	FAO, * UNDP, UNEP
19	The Popular Coalition to Eradicate Hunger and Poverty	1996	No	No	non-DGF	No		Yes	No	IFAD, * FAO, World Food Program, European Commission, OECD Reprs

Program	Start date	Legal entity	In-house	DGF status	DGF grant FY02	Trust funds	TF contributions FY01	Country-level TA	Retailing grants	Partners
Social Development										
20 Small Grants Program	1983	No	Yes	Window 1B	2.41	No		Yes	Yes	
21 Post-Conflict Fund	1998	No	Yes	Window 1B	8.00	Yes	0.30	Yes	Yes	
22 International Forum on Capacity Building	1998	No	No	non-DGF		No		No	No	ALOP (Costa Rica),* FAO, IFAD, UNNGLS, UNDP, UNICEF, WHO, ADB, AfDB, CWF, Australia, Canada, Denmark, EU, Germany, Japan, New Zealand, Norway, Sweden, United Kingdom, United States, Asian Rural Institute, Comite de Liason ONG-UE, ICR, InterAction, JANIC, Star Kampuchea, NGORC, Shbhagi Shikshan Kendra, SAMARTHAN, APBAE, SAP, Action Aid, NGO Federation, FWRM, CPDC, CEPES, SEHAS, PRIA, PAID, PRIP Trust, IAF, FICONG, ANGOC, MWENGO, ABONG, Aga Khan Foundation, The Asia Foundation, Inter-American Foundation
23 PRSP Action Learning Program	2000	No	Yes	non-DGF		Yes	0.30	No	No	United Kingdom
FSE										
24 Facility for Financial Sector Strengthening	2002	No	Yes	Window 2	0.50	No		Yes	Yes	
25 The Toronto International Leadership Centre for Financial Sector Supervision	1997	Yes	No	Exited FY00		No		No	No	York University Business School (Toronto),* IMF, BIS
26 Financial Sector Assessment Program	1999	No	Yes (joint with IMF)	non-DGF		No		Yes	No	IMF

Program	Start date	Legal entity	In-house	DGF status	DGF grant FY02 funds	TF contributions FY01	Country-level TA	Retailing grants	Partners
27 Financial Stability Forum	1999	No	No	non-DGF	No	No	No	No	BIS,* IMF, OECD + Intl. Regulatory/Supervisory Agencies, Australia, Canada, France, Germany, Hong Kong, Italy, Japan, Nether-lands, Singapore, United Kingdom, United States of America
HDN Network									
Education									
Global Development Network – Education Research Component	2002			Window 2	0.75				
28 The Partnership for Child Development	1992	No	No	Window 2	0.39	No	Yes	No	Oxford University*
Program for Education Statistics				Window 2	1.07				
29 UNESCO Institute for Statistics	2000	No	No	Window 2	(0.85)	No	Yes	No	UNESCO*
30 OECD World Education Indicators Program	1999	No	No	Window 2	(0.22)	No	Yes	No	OECD*
Program for the Assessment of Student Achievement				Window 2	1.62				
31 Trends in Mathematics and Science Achievement Around the World	1998	No	No	Window 2	(1.04)	No	Yes	No	Boston College,* Statistics Canada, International Education Association, Educational Testing Service
32 Progress in International Reading Literacy Study	2000	No	No	Window 2	(0.58)	No	Yes	No	Boston College,* Statistics Canada, International Education Association, National Foundation for Education Research (Wales), Educational Testing Service,

Program	Start date	Legal entity	In-house	DGF status	DGF grant FY02 funds	TF contributions FY01	Country-level TA	Retailing grants	Partners
33 World Links for Development	1998	Yes	Yes (Joint with World NGO)	Window 2	0.75	Yes	Yes	No	Board of 8-15 private individuals
34 Focusing Resources on Effective School Health	2000	No	No	non-DGF		No	Yes	No	St. Mary's Medical School (London),* UNESCO, UNICEF, WHO
Health, Nutrition & Population									
35 Centre of Excellence for Nutrition, International Center for Diarrheal Disease Research, Bangladesh	1999	No	No	Exited FY01		No	Yes	Yes	ICDDR (Bangladesh),* WHO, UNICEF, EU, 7 Part I countries, IRC, Ford, NIH
36 Global Forum for Health Research*	1998	Yes	No	Window 1B	6.93	No	No	Yes	WHO, Several governments, Several NGOs, Rockefeller several other foundations, Several companies, Research Institutions, universities
Childhood Illness				Window 1B					
37 Global Alliance for Vaccines and Immunization*	2000	Yes	No	Window 1B		No	Yes	Yes	WHO, UNICEF, ADB, Part 1 represented by United Kingdom, Norway, Netherlands, Part 2 represented by Bhutan and Mali, PATH, IFPMA represented by Adventism Pasteur, Parma industry represented by CIGB, CDC, Institut Pasteur
INDEPTH Health Surveillance and Experimental Network				Window 1B					
The International AIDS Vaccine Initiative				Window 1B	(0.70)				
Medicines for Malaria Venture				Window 1B					

	Program	Start date	Legal entity	In-house	DGF status	DGF grant FY02 funds	TF contributions FY01	Country-level TA	Retailing grants	Partners
38	Global Micronutrient Initiative*	1992	Yes	No	Exiting FY02	1.20	No	Yes	Yes	UNICEF, UNDP, CIDA/IDRC, USAID, WFP, Gates
39	Population and Reproductive Health Capacity Building Program (PRH)	1998	No	Yes	Window 1B	2.00	No	Yes	Yes	Several international NGOs
40	Roll Back Malaria	1999	No	No	Window 2	1.50	No	Yes	No	WHO,* UNICEF, UNDP, Reg. Dev. Banks, EU, Several governments
41	Special Programme for Research and Training in Tropical Diseases (TDR)	1975	No	No	Window 1A	2.50	Yes	Yes	Yes	WHO,* UNDP, Reps. of 20 govts, Reps. of Brazil, China, Malaysia, Mexico, Gates Diagnostics
42	Special Programme of Research, Development & Research Training in Human Reproduction (HRP)	1988	No	No	Window 1A	2.00	No	Yes	Yes	WHO,* UNDP, UNFPA, Rockefeller, Gates, Packard
43	Stop TB	1999	No	No	Window 2	0.70	No	Yes	No	WHO,* UNICEF, CDC, IUTLD, American Lung Assoc., American Thoracic Society
44	U.N. Administrative and Coordinating Committee, Sub-Committee on Nutrition	1990	No	No	Exited FY99	No	No	No	No	U.N. (Geneva),* 18 U.N. agencies or cosponsored agencies, ADB, 10 Part 1 countries, 5 Part 2 countries (Mali, Kenya, Gambia, Israel, S. Africa), IUNS, Save the Children, HKI, Care, CARITAS, ICCIDD, Int. Famine Center, Concern, IBFAN, March of Dimes, Oxfam, IFPRI
45	UNAIDS (Joint United Nations Programme on HIV/AIDS)*	1996	Yes	No	Window 1B	4.00	No	Yes	No	WHO,* UNESCO, UNDP, UNICEF, UNDCP, UNFPA, Reps from 22 Part I and Part II countries
46	Commission on Macroeconomics and Health	2000	No	No	non-DGF	No	No	No	No	WHO,* UNDP, IMF, OECD, Harvard University (Center for International Development), Economic Commission for Africa

Program	Start date	Legal entity	In-house	DGF status	DGF grant FY02 funds	TF contributions FY01	Country-level TA	Retailing grants	Partners
47 Lymphatic Filariasis	2002	No	Yes	non-DGF	Yes	8.00	Yes	No	WHO, UNICEF, DFID, Japanese MOHW, Health and Development International, Interchurch Medical Assistance, Carter Center, Glaxo SmithKline, Merck & Co., Amrad ICT, Liverpool School of Tropical Medicine, CDC, Emory University
Social Protection									
48 Social Protection for the Informal Economy	1999	No	Yes	non-DGF	No		No	No	
49 Understanding Children's Work	2000	No	No	non-DGF	No		No	No	UNICEF*, ILO
ISG									
50 Development Gateway Foundation	2001	Yes	Yes	Window 2	1.00	Yes	Yes	Yes	Australia, Germany, Japan, Netherlands, Brazil, India, South Korea, Transnational, Bloomberg
PREM Network									
51 Forging Partnerships for Good Governance in Public Expenditure and Records Management	2002	No	Yes	Window 2	0.90	No	Yes	No	EU, IMF, and others
52 Global Development Network*	1998	Yes	No*	Window 1B	4.70	1.27	Yes	No	UNDP, Intl. Econ. Assoc., Regional GDN reps. from various universities, academies, etc.
53 Integrated Framework for Trade	1997	No	Yes	Window 2	0.50		Yes	Yes??	UNDP, UNCTAD, IMF, WTO, ITC
54 Partnerships in Statistics for the 21st Century (PARIS-21)	2001	No	No	Exiting FY02	0.50	Yes	Yes	Yes	OECD,* UNSD, UNDP, UNFPA, IMF, EC, DFID, NORAD, Germany, France, Swiss Fed. Statistics Office, Kyrgyz Republic National Committee on Statistics, private individuals (statisticians)
55 DAC Network on Good Governance and Capacity Development (GOVNET)	2000	No	No	non-DGF	Yes		No	No	OECD,* DFID, Other DAC members

	Program	Start date	Legal entity	In-house	DGF status	DGF grant FY02 funds	TF contributions FY01	Country-level TA	Retailing grants	Partners
	PSI Network									
56	Business Partners for Development (BPD)	1998	No	No	Exiting FY02	0.25	Yes	No	No	
	BPD - Knowledge Resource Group				Exited FY01					Civicus,* Prince of Wales Business Leaders' Forum
	BPD - Global Partnership for Youth Development				Exited FY01					International Youth Foundation,* Kellogg Company
	BPD - Natural Resources Cluster				Exited FY01					CARE International,* WMC Resources Ltd.
	BPD - Global Road Safety Partnership				Exiting FY02	(0.25)				International Federation of Red Cross and Red Crescent Societies*
	BPD - Water and Sanitation Cluster				Exited FY01					WaterAid,* Vivendi
57	Cities Alliance	2001	No	Yes	Window 2	1.70	Yes	Yes	Yes	UNCHS (Habitat), 10 bilateral agencies, Four umbrella organizations of local governments
58	Consultative Group to Assist the Poorest	1995	No	Yes	Window 1A	7.13	Yes	Yes	Yes	ILO, UNDP, UNCDF, UNCTAD, AfDB, AsDB, EBRD, IDB, 16 bilateral agencies, EU, Argidius, Ford Foundation
59	Global Corporate Governance Forum	2001	No	Yes	Window 2	0.50	Yes	No	Yes	OECD, 7 bilateral agencies, India
60	The Information for Development Program (InfoDev)	1996	No	Yes	Window 1B	4.00	Yes	Yes	Yes	15 bilateral agencies, EU, Brazil, Colombia, El Salvador, Cisco Systems, IBM, Motorola, Telecom Italia
61	Prevention Consortium	2001	No	Yes	Window 2	0.33	Yes	No	Yes	UNDP, WHO, UNEP, WMO, IADB, AfDB, OAS, AsDB, Switzerland, IFRC, IUCN, Grameen Bank, 17-member Presiding Council and 16-member Steering Committee
62	Public-Private Infrastructure Advisory Facility	2000	No	Yes	Window 2	2.50	Yes	Yes	Yes	UNDP, AsDB, 9 bilateral agencies

	Program	Start date	Legal entity	In-house	DGF status	DGF grant FY02	Trust funds	TF contributions FY01	Country-level TA	Retailing grants	Partners
63	Solar Development Group	2000	Yes	No	Window 2	2.00	No		Yes	Yes	Triodos PV Partners (Arlington, VA)*, Self-perpetuating board
64	Collaborative Group on Artisanal and Small-Scale Mining	2001	No	Yes	non-DGF		Yes		No	No	ILO, UN, DFID, CI, International Council for Metals and the Environment, Japanese Institute for Geo-Sciences and the Environment
65	Digital Opportunity Task (DOT) Force	2001	No	Yes (Joint with UNDP)	non-DGF		No		No	No	ECOSOC, ITU, UNDP, UNESCO, UNCTAD, OECD, G8 plus EU, 8 developing country governments, One from each G8 country, One from each G8 country and 3 global networks
66	Energy Sector Management Assistance Programme	1982	No	Yes	non-DGF		Yes	4.19	Yes	Yes	UNDP, 12 bilateral agencies, 8 umbrella groups
67	Foreign Investment Advisory Service	1986	No	Yes	non-DGF		Yes	4.90	Yes	No	10 bilateral agencies
68	Water and Sanitation Program	1978	No	Yes	non-DGF		Yes	14.13	Yes	Yes	UNDP, AsDB, 14 bilateral agencies
	WBI (World Bank Institute)										
69	Global Development Learning Network	2001	No	Yes	non-DGF		Yes	0.88	Yes	No	Distance Learning Centers, Program Partners, and Donors
70	The Global Knowledge Partnership	1998	No	No	non-DGF		Yes	0.19	No	No	Malaysia*, Canada, Switzerland, IICD (Netherlands), IPA (Canada), ProPoor Infotech Centre (India), Rescue Mission (Zambia), ITNTI (Nepal), About 50 other members of all kinds.

Note: Where the program is managed outside the World Bank, * indicates the organization where the program is being managed.

Annex E. Global Programs for in-Depth Case Studies

	Program started (fiscal year)	Management	DGF allocations FY02 (\$ millions)	TF contributions FY01 (\$ millions)	Most recent independent evaluation
ESSD Network (8 programs)					
Environment					
Global Environment Facility (GEF)	1991	External ^a	-	329.88	2001
Multilateral Fund for the Implementation of Montreal Protocol	1991	External	-	35.10	
Critical Ecosystems Partnership Fund	2000	External	5.00	-	
Prototype Carbon Fund	2000	In-house	-	9.01	
Rural Development					
Consultative Group for International Agricultural Research (CGIAR) (meta-evaluation)	1972	In-house	50.00	80.70	1998
Global Integrated Pest Management Facility	1996	External	-	-	2001
Global Water Partnership	1996	External	0.40	-	1998
Social Development					
Post-Conflict Fund	1998	In-house	8.00	4.18	2002
FSE Network (2 programs)					
Financial Sector Assessment Program (FSAP)	1999	In-house	-	-	
Facility for Financial Sector Strengthening	2002	In-house	0.50	-	
HDN Network (11 programs)					
Education					
World Links for Development (WorLD)	1998	Joint with WorLD NGO	0.75		2000
Health					
Special Programme for Research and Training in Tropical Diseases (TDR)	1975	External	2.50	-	1998
Special Programme of Research, Development, and Research Training in Human Reproduction (HRP)	1988	External	2.00	-	
Global Micro Nutrient Initiative (GMI)	1992	External	1.20	-	2000
UNAIDS	1996	External	4.00	-	
Global Forum for Health Research	1998	External	6.93	-	

	Program started (fiscal year)	Management	DGF allocations FY02 (\$ millions)	TF contributions FY01 (\$ millions)	Most recent independent evaluation
Roll Back Malaria	1999	External	1.50	-	
Stop TB	1999	External	0.70	-	
Global Alliance for Vaccines and Immunization (GAVI)	2000	External	^b	-	
Social Protection					
Understanding Children's Work ^c	2000	External	-	-	
PREM Network (2 programs)					
Integrated Framework for Trade	1997	In-house	0.50		2000
Global Development Network (GDN)	1998	External	4.70		
PSI Network (6 programs)					
Water & Sanitation Program (WSP)	1978	In-house	-	14.13	1999
Energy Sector Management Assistance Program (ESMAP)	1982	In-house	-	5.03	2000
Consultative Group to Assist the Poorest (CGAP)	1996	In-house	7.13	4.84	2002
Information for Development (InfoDev)	1996	In-house	4.00	2.60	2002
Public-Private Infrastructure Advisory Facility (PPIAF)	2000	In-house	2.50	10.90	
The Cities Alliance	2001	In-house	1.70	3.28	2002

^a While the GEF is physically housed in a World Bank facility and the Bank is trustee of the GEF Trust Fund, it has its own management structure that is independent of the Bank's management.

^b GAVI received a DGF allocation through the Global Forum for Health Research.

^c Paul Bailey of ILO is also going to prepare a case study on shipbreaking. This represents a program that is currently being defined and that addresses a number of different issues—labor standards, environmental standards, safeguards, and international trade policy.

Annex F. Oversight and Management of Global Programs

	<i>Program</i>	<i>DGF status</i>	<i>In-house</i>	<i>External organization</i>	<i>Program manager</i>	<i>Task manager</i>	<i>Sponsoring unit(s)</i>
	ESSD Network						
	Environment						
1	Critical Ecosystem Partnership Fund	Window 1B	No	Conservation International		Gonzalo Castro/ Kerstin Canby	ENV/RDV
	Forest Partnerships Program	Window 2					ENV
2	Forest Alliance for Conservation and Sustainable Use	Window 2	Yes	Joint with World Wildlife Federation	Christian Peter		ENV
3	Forest Trends	Window 2	No	Forest Trends	Michael Jenkins	David Cassells	ENV
4	Program on Forests (PROFOR II)	Window 2	Yes		David Cassells		ENV
5	The Global Mechanism to Combat Desertification	Window 2	No	IFAD	Per Rydan	Enos Esikuri	ENV
6	Millennium Ecosystem Assessment	Exited FY01	No	ICLARM		Robert Watson	ESDVP
7	Collaborative Partnership on Forests	non-DGF	No	UNFF		David Cassells	ENV
8	Global Environment Facility	non-DGF	No	GEF	Mohamed T. El-Ashry	Lars Videaeus	ENVGM
9	International Coral Reef Initiative	non-DGF	No	Philippines Dept. of Env. & Nat. Resources and Stockholm Internat'l Water Institute (Sweden)		Maria Hatzilios	ENV
10	Multilateral Fund for the Implementation of the Montreal Protocol	non-DGF	No	UNEP		Lars Videaeus	ENVGM
11	Prototype Carbon Fund	non-DGF	Yes*		Ken Newcombe		ENVCF
	Rural Development						
12	Consultative Group on International Agricultural Research	Window 1A	Yes*		Francisco Reifschneider	Kevin Cleaver (co-sponsor representative) and Shawkī Barghoutī (task manager)	RDV
13	Global Water Partnership	Exiting FY02	No	GWP	Khalid Mohtadullah	John Briscoe	RDV
14	The World Commission on Dams	Exited FY01	No	IUCN		John Briscoe	RDV

	Program	DGF status	In-house	External organization	Program manager	Task manager	Sponsoring unit(s)
15	Capacity Building for Trade Policy, Strategy Development and WTO Negotiations	non-DGF	Yes		Merinda Dador Ingco		RDV
16	Commodity Price Risk Management Project	non-DGF	Yes*		John Nash		RDV
17	Feeding Minds, Fighting Hunger	non-DGF	No	World Food Day USA		Lynn Brown	RDV
18	Global Integrated Pest Management Facility	non-DGF	No	FAO		Eija Pehu	RDV
19	The Popular Coalition to Eradicate Hunger and Poverty	non-DGF	No	IFAD		John Bruce (LEGEN)	RDV
	Social Development						
20	Small Grants Program	Window 1B	Yes		William Reuben/ Yumi Sera		SDV
21	Post-Conflict Fund	Window 1B	Yes		Colin Scott		SDVPC
22	International Forum on Capacity Building	non-DGF	No	ALOP (Costa Rica)		Najma Siddiqi	SDV
23	PRSP Action Learning Program	non-DGF	Yes		Parmesh Shah	Judith Edstrom	SDV
	FSE						
24	Facility for Financial Sector Strengthening	Window 2	Yes			Margery Waxman	BFR
25	The Toronto International Leadership Centre for Financial Sector Supervision	Exited FY00	No	York University Business School		David Scott	BFR
26	Financial Sector Assessment Program	non-DGF	Yes	Joint with IMF	Susan Marcus	Larry Promisel	FSP
27	Financial Stability Forum	non-DGF	No	BIS	Svein Andresen	Larry Promisel	FSP
	HDN Network						
	Education						
	Global Development Network, Education Research Component	Window 2	No	GDN	Lynn Squire	Elizabeth King	HDNED/DECRG
28	The Partnership for Child Development	Window 2	No	St. Mary's Medical School (London)	Lesley Drake (Coordinator)	Donald Bundy	HDNED

	Program	DGF status	In-house	External organization	Program manager	Task manager	Sponsoring unit(s)
	Program for Education Statistics	Window 2				James Socknat (ECSHD)	HDNED
29	UNESCO Institute for Statistics	Window 2	No	UNESCO	Denise Lievesley (Executive Director, UIS)	James Socknat (ECSHD)	HDNED
30	OECD World Education Indicators Program	Window 2	No	OECD	Denise Lievesley (UIS) and Andreas Schleicher (OECD)	James Socknat (ECSHD)	HDNED
	Program for the Assessment of Student Achievement	Window 2				Vincent Greaney	HDNED
31	Trends in Mathematics and Science Achievement Around the World	Window 2	No	Boston College	Hans Wagemaker (Executive Director, IEA)	Vincent Greaney (SASHD), Lianqin Wang (HDNED)	HDNED
32	Progress in International Reading Literacy Study	Window 2	No	Boston College	Hans Wagemaker (Executive Director, IEA)	Vincent Greaney (SASHD)	HDNED
33	World Links	Window 2	Yes	Joint with World	Sam Carlson (Executive Director)	Robert Hawkins	HDNED/WBIHD
34	Focusing Resources on Effective School Health	non-DGF	No	St. Mary's Medical School (London)	A consortium of donors and other agencies; does not have a program manager	Donald Bundy	HDNED
	Health, Nutrition & Population						
35	Centre of Excellence for Nutrition, International Center for Diarrheal Disease Research, Bangladesh	Exited FY01	No	ICDDR (Bangladesh)		Rashmi Sharma (SASHD)	HDNHE
36	Global Forum for Health Research	Window 1B	No	Global Forum for Health Research	Louis Currat	Maureen Law (EASHD)	HDNHE
	Childhood Illness	Window 1B	No			Maureen Law (EASHD)/ Mariam Claeson	HDNHE
37	Global Alliance for Vaccines and Immunization	Window 1B	No	GAVI	Tore Godal	Amie Batson	HDNHE
	INDEPTH Health Surveillance and Experimental Network	Window 1B	No		F. Binka	Davidson Gwatkin	HDNHE
	The International AIDS Vaccine Initiative	Window 1B	No		Seth Berkeley	Amie Batson	HDNHE
	Medicines for Malaria Venture	Window 1B	No		Robert Ridley	Maureen Law/ Ok Pannenborg (AFTH4)	HDNHE
38	Global Micronutrient Initiative	Exiting FY02	No	GMI		Mildred McLachlan/ Judith McGuire	HDNHE

	Program	DGF status	In-house	External organization	Program manager	Task manager	Sponsoring unit(s)
39	Population and Reproductive Health Capacity Building Program (PRH)	Window 1B	Yes		Janet Nassim		HDNHE
40	Roll Back Malaria	Window 2	No	WHO	David Alnwick	Ok Pannenberg (AFTH4)	HDNHE
41	Special Programme for Research and Training in Tropical Diseases (TDR)	Window 1A	No	WHO	Carlos Morel	Bernhard Liese (AFTHD)	HDNHE
42	Special Programme of Research, Development & Research Training in Human Reproduction (HRP)	Window 1A	No	WHO	Paul Van Look	Khama Rogo (AFTH3)/ Elizabeth Lule/ Janet Nassim	HDNHE
43	Stop TB	Window 2	No	WHO	J. W. Lee	Chris Lovelace/ Diana Weil	HDNHE
44	U.N. Administrative and Coordinating Committee, Sub-Committee on Nutrition	Exited FY99	No	U.N. (Geneva)		Mildred McLachlan	HDNHE
45	UNAIDS (Joint United Nations Programme on HIV/AIDS)	Window 1B	No	UNAIDS	Peter Piot	Debrework Zewdie (AFRHV)	HDNHE
46	Commission on Macroeconomics and Health	non-DGF	No	WHO	Jeffrey Sachs	Chris Lovelace/ Susan Stout	HDNHE
47	Lymphatic Filariasis	non-DGF	Yes		Bernhard Liese (AFTHD)		HDNHE
	Social Protection						
48	Social Protection for the Informal Economy	non-DGF	Yes		Gordon Betcherman		HDNSP (Social Protection)
49	Understanding Children's Work	non-DGF	No	UNICEF	Furio Rosati	Amit Dar	HDNSP
	ISG (Information Solutions Group)						
50	Development Gateway Foundation	Window 2	Yes*		Carlos Braga		ISGIF

	Program	DGF status	In-house	External organization	Program manager	Task manager	Sponsoring unit(s)
	PREM Network						
51	Forging Partnerships for Good Governance in Public Expenditure and Records Management	Window 2	Yes	PEFA Secretariat, International Records Management Trust		Cheryl Gray	PRMPS
52	Global Development Network	Window 1B	No	GDN	Lynn Squire	Ines Garcia-Thoumi	DECVP
53	Integrated Framework for Trade	Window 2	Yes		Bernard Hoekman		DECPG
54	Partnerships in Statistics for the 21st Century (PARIS-21)	Exiting FY02	No	OECD	Antoine Simonpietri	Misha Belkindas	DECDG
55	DAC Network on Good Governance and Capacity Development (GOVNET)	non-DGF	No	OECD	Massimo Tommasoli	Nick Manning	PRMPS
	PSI Network						
56	Business Partners for Development (BPD)	Exiting FY02	No	Civicus and Prince of Wales Business Leaders Forum	Laurie Regelbrugge and Ros Tennyson	Nigel Twose	BPG
	BPD - Global Partnership for Youth Development	Exited FY01	No	International Youth Foundation	Aaron Williams		BPG
	BPD - Natural Resources Cluster	Exited FY01	No	CARE International	Michael Warner		
	BPD - Global Road Safety Partnership	Exiting FY02	No	IFRC	Brett Bivans		TUD
	BPD - Water and Sanitation Cluster	Exited FY01	No	WaterAid	Ken Caplan		EWD
57	Cities Alliance	Window 2	Yes*		Mark Hildebrand		TUD
58	Consultative Group to Assist the Poorest	Window 1A	Yes*		Elizabeth Littlefield	Carlos Cuevas	FSD
59	Global Corporate Governance Forum	Window 2	Yes*		Anne Simpson	Olivier Fremont	PSACG
60	The Information for Development Program (InfoDev)	Window 1B	Yes*		Bruno Lanvin		CIT
61	Prevention Consortium	Window 2	Yes		Alicia I. Kreimer		TUD
62	Public-Private Infrastructure Advisory Facility	Window 2	Yes*		Russell Muir	Warrick Smith	PSAPP
63	Solar Development Group	Window 2	No	Tridos PV Partners (Arlington, VA)	Candace Smith	Richard Jeremy Spencer	EWD
64	Collaborative Group on Artisanal and Small-Scale Mining	non-DGF	Yes		Gottard Waiser	Peter van der Veen	CMNPO

	Program	DGF status	In-house	External organization	Program manager	Task manager	Sponsoring unit(s)
65	Digital Opportunity Task (DOT) Force	non-DGF	Yes	Joint with UNDP	Bruno Lanvin		CIT
60	Energy Sector Management Assistance Programme	non-DGF	Yes*		Dominique M. Lallement		EWD
67	Foreign Investment Advisory Service	non-DGF	Yes*		Joe Battat		PSADR
68	Water and Sanitation Program	non-DGF	Yes*		Walter Stottman		EWD
	WBI						
69	Global Development Learning Network	non-DGF	Yes		Joan Hubbard		WBIGL
70	The Global Knowledge Partnership	non-DGF	No	Government of Malaysia	Rinalia Abdul Rahim	Joan Hubbard	WBIGL

Annex G. Funding of Global Programs

Donor funding of global programs comes from four major sources: the Bank's administrative budget, the Development Grant Facility (DGF), Bank-administered trust funds, and other donor co-financing (that does not flow through trust funds).¹⁶ In addition, the Bank (and other donors) spends resources on oversight (in the Bank's case by VPs, directors, and managers) that are generally not recorded as part of the each program's budgetary expenditures.

Of the 70 programs, 43 have received grants from the DGF during the last five years (FY98 to FY02), amounting to \$119.60 million in FY01 and \$119.53 million in FY02. Of these 43 programs, the 26 programs that were managed entirely outside the Bank received grants of \$32.75 million in FY01 and \$32.66 million in FY02. The remaining 17 programs that were managed entirely or partially inside the Bank received grants of \$86.85 million and \$86.87 million in those years.¹⁷

Data on trust fund contributions and disbursements is presently incomplete.¹⁸ About 27 programs utilized Bank-administered trust funds of approximately \$500 million in FY01. Of these, 19 programs are managed inside the Bank, and 12 of these also received DGF grants. The overall picture is dominated by two programs—the GEF (which is managed outside the Bank although housed in a Bank building, but whose trust fund is managed by the Bank), which utilized \$354 million in FY01, and the CGIAR (which is managed inside the Bank), which utilized \$84 million in FY01. Global programs primarily utilized programmatic trust funds that were established for the exclusive use of the particular program, but some global programs drew upon sector/thematic trust funds that were not reserved for the exclusive use of a single program.

Data on World Bank's administrative budget (BB) contributions to global programs are even more incomplete. There is presently no centralized tracking of BB expenditures by global programs, nor has it proven possible to construct such data even for the most recent year, FY01, from SAP—the Bank's financial management system.¹⁹ However, it is possible to say the following:

- BB expenditures on each of the 26 DGF-supported programs that is managed outside the Bank appear to be small, say, less than \$100,000 a year for each program—mostly for the task manager's time and travel expenditures for oversight and liaison with the program.
- Of the other 17 DGF-supported programs, the DGF grant covered all or most in-secretariat costs for 8 programs in FY01, the Bank provided additional BB of about \$10 million for 6 programs,²⁰ and the remaining 3 programs are new in FY02.

16. Other, smaller sources of funding include in-kind contributions (such as office space, staff exchanges, and secondments) and contributions of clients, participants, and beneficiaries.

17. This includes the Forest Alliance (which is managed jointly by the Bank and WWF), the Global Development Network and Prevention (which are in the process of moving outside the Bank), World Links (part of which is managed by WBI), and the Development Gateway (for which the Bank has a management contract with the Development Gateway Foundation).

18. TFO manages a database on trust fund contributions since FY97 and disbursements since FY00. While broadly accurate, these do not reconcile completely with TM reports and with SAP.

19. SAP does not assign a code or a flag to global programs, making it impossible to track or aggregate all expenditures by global programs. While some global programs are their own cost centers, others are managed as part of a larger cost center and therefore consist only of a number of budget lines and internal orders. BB expenditures on the program by other units are especially difficult to track.

20. The WWF/World Bank Forest Alliance, World Links, Development Gateway, Global Development Network, infoDev, and the Public-Private Infrastructure Advisory Facility.

- For the GEF, the Montreal Protocol, and the Prototype Carbon Fund, while the Bank provides a BB allocation at the beginning of the year, these expenditures are reimbursed from trust funds.
- Of the remaining 24 DGF programs, BB expenditures on the 12 programs that are managed outside the Bank are once again small, since the Bank makes no contribution to the program beyond the task manager's time and travel expenditures.
- Of the remaining 12 programs that are managed inside the Bank, 2 are new in FY02, one is a large program supported entirely by BB,²¹ one is a large program supported mostly by BB,²² three are large programs supported mostly by trust funds,²³ and the final five are small programs of under \$1 million in FY01.

Overall, excluding the time spent by VPs, Directors, and Division managers on governance and oversight, the Bank probably spent about \$30 million plus or minus \$5 million in FY01. In accordance with OP 8.45 on grant-making, one presumes that these BB expenditures were spent entirely on program administration (for in-house programs), staff time, and travel. With few exceptions, OP 8.45 excludes making grants from BB allocations, except for BB allocations that come from the DGF.²⁴

As shown in the table, about \$2 million of the \$30 million of BB expenditures came from the President's Contingency Fund in FY01. This contributed to the activities of three internally managed programs—the Development Gateway, the Global Development Learning Network, and World Links. On the face of it, the previous year's allocation of \$1.5 million to the Critical Ecosystem Partnership Fund—an externally managed program—was a violation of OP 8.45.

Overall, the Bank is contributing about \$150 million to global programs (\$120 million through the DGF and \$30 million additional BB) and disbursing about \$500 million from Bank-administered trust funds. The Bank's share of the total donor expenditures on the 70 global programs is impossible to calculate accurately due to lack of complete information on co-financing and in-kind contributions from other donors that are not channeled through Bank-administered trust funds.

Table Allocations from the President's Contingency Fund to Global Programs (thousands of US dollars)

	<i>FY97</i>	<i>FY98</i>	<i>FY99</i>	<i>FY00</i>	<i>FY01</i>
Critical Ecosystem Partnership Fund				1,500.0	
Development Gateway				1,117.0	1,000.0
Global Development Learning Network					450.0
Information for Development (infoDev)	500.0				
World Links				500.0	500.0
Total allocations to global programs	500.0	0.0	0.0	3,117.0	1,950.0
Percent of total Contingency Fund allocations	5.2%	0.0%	0.0%	25.9%	12.6%
Total Contingency Fund allocations	9,633.0	14,152.2	12,466.3	12,030.2	15,489.5

21. Financial Sector Assessment Program (FSAP).

22. Global Development Learning Network (GDLN).

23. The Energy Sector Management Assistance Program (ESMAP), the Forest Investment Advisory Service (FIAS), and the Water and Sanitation Program (WSP).

24. The exceptions listed in OP 8.45 are the Development Marketplace, the PSD Exchange, and the Research Support Budget. The DGF is part of the gross, but not the net administrative budget of the Bank.

Annex H. Objectives, Activities, Outputs, Outcomes, and Exit Strategies of Global Programs

	Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
	ENVIRONMENT – DGF				
1	Critical Ecosystem Partnership Fund	To provide strategic assistance to non-governmental and private sector organizations, for the protection of vital ecosystems in IBRD and IDA member countries that have ratified the Convention of Biological Diversity and are listed as priority biodiversity hotspots by the CEPF.	Operationalize CEPF within Conservation International; Initiate consultation about the Fund with the International NGO community and potential donors; Prepare Ecosystem Profiles and Investment Strategies for each hotspot; Financing of projects presented by local actors that meet the objectives of the ecosystem profiles; Monitoring and evaluation of results.	Development and maintenance of a knowledge management system to track and disseminate appropriate information gathered from each grant project and to share ecosystem information with grantees and other interested parties. The successful performance of the CEPF online grant-making system as a mechanism to receive and track grant applications, financial and progress reports, and to facilitate the sharing of ecosystem information. Five profiles and investment strategies completed for ecosystems approved by the Donor council	The Memorandum of Understanding is effective for five years. The Financing Agreement for the Fund remains in effect until thirty days after delivery of a final report, which is due June 30, 2006, or such later date as the Donor Council may determine that continuation of program beyond this timeframe is necessary.
2	Forest Alliance for Conservation and Sustainable Use	Significantly reduce the loss and degradation of all forest types worldwide. The Alliance will work toward this goal by promoting forest conservation and internationally recognized best practices in forest management.	Building partnerships; Research and analysis; Learning, Capacity Building And Communications	In terms of conservation and forest protection, the Alliance has focused on three high profile and critical places. The Brazil 's Amazon Basin, the Congo Basin, and Russia. The Alliance is working with partners in all these places to bring about commitment and change at the scale required by the targets.	The WB/WWF Alliance is currently developing a medium term strategy and work program for the period FY02 to FY05. This will be used as a fundraising document for approaching various governments, Trust Fund donors and private foundations. Under the assumption that this is successful we can envisage phasing out DGF after FY03.
3	Forest Trends	The mission of Forest Trends is to maintain and restore forest ecosystems by promoting incentives that diversify trade in the forest sector, moving beyond exclusive focus on lumber and fiber to a broader range of products and services.	Increase promotion of forest management practices that significantly reduce negative environmental and social impacts; Support value chain efficiencies; alternatives to virgin wood fiber from natural forests; and the reduction of overall consumption; Support and promote markets for ecosystem services.	Organize and produce: (i) analytic pieces on various topics within the forest sector; (ii) Case studies; a study examining the interaction between tenure, forests, and community livelihoods; (iii) A major gathering to discuss international forestry trends; (iv) The creation and maintenance of a website.	For Forest Trends it is expected that with strong co-financing, the ratio of DGF funds are expected to phase out in FY03.
4	Program on Forests (PROFOR II)				

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
5 The Global Mechanism to Combat Desertification	The overall objective of the GM, as stated in The key objectives of the program are: 1) support to National Action Programs to combat desertification, 2) support to Sub-Regional Action Programs to combat desertification 3) support to Regional Action Programs (so far resources have been used to support the development and launching of Thematic Program Network number 4 (TPN4) which is focusing on Water Resources Management for Agriculture in Drylands).	Activities are oriented towards Supporting Action Programming National Level Sub-regional & Regional Levels Enabling Activities Community Based training & programming Desertification monitoring Strategic initiatives Integrated Land & Water Initiative Soil Fertility Initiative Carbon Sequestration Debt Relief Information & Communication Communication Strategy Information Services	Identifying and promoting broad measures and actions Optimizing the use, effectiveness and efficiency of existing resources; Support project identification, missions roundtable meetings and adapting local development methodologies in project activities; Provide technical assistance and financial support to member countries; and Report and provide advice to the Conference of Parties (COP) on issues related to funding of CCD implementation.	Project activities are expected to run from July 2000 to June 2002. The grant will have a catalytic role in generating other donors' and affected country funds that will form the basis for implementing the CCD. It is possible that additional funding may be requested beyond the current DGF allocation. GM's core budget is financed by assessed contributions from country parties under a legally binding international convention, i.e. the Convention to Combat Desertification under the aegis of the United Nations.
6 Millennium Ecosystem Assessment	Scientific assessment of the condition of Earth's ecosystems, potential impacts of changes to ecosystems on their ability to meet human needs, and policies, technologies, and tools to improve ecosystem management.	The MA is designed to improve economic and environmental decisions by: improving the information used by decision-makers and the public; and building capacity, particularly in developing countries, to undertake ecosystem assessments and act on their findings.	A set of methodologies to perform global assessments of ecosystem condition, plausible futures and response measures; a global assessment; a set of plausible future scenarios of conditions, governance structures and ecosystem condition; an evaluation of response measures and best practices.	There is a well defined exit strategy. The time to design, prepare, peer-review and finalize the MA, including ongoing communications of the process and results, is four years. Hence, the Bank and other co-sponsors are requested to fund the MA for four years. Exited from DGF in FY01

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
<p>7</p> <p>Collaborative Partnership on Forests</p>	<p>The establishment of the CPF, as a new international partnership on forests, represents the declared willingness and commitment of the CPF member organizations to support the work of the United Nations Forum on Forests (UNFF) and to enhance cooperation and coordination among partners in the UNFF-related efforts.</p> <p>The mission of the CPF is to support the work of the UNFF in the promotion of the management, conservation and sustainable development of all types of forests and in the strengthening of political commitment to this end.</p>	<p>-Facilitate and promote the implementation of International Panel on Forests/International Forum on Forests/IPF/IFF proposals for action as well as other forest programs; and catalyze, mobilize and generate and channel financial, technical and scientific resources to this end.</p> <p>-Provide a forum for continued policy development and dialogue and foster common understanding of sustainable forest management.</p> <p>-Enhance cooperation as well as policy and program coordination among relevant international and regional organizations, institutions and instruments.</p> <p>-Foster international and cross-sectoral cooperation.</p> <p>-Monitor, assess and report on progress.</p> <p>-Strengthen political commitment.</p>	<p>The program creates a high-level network of multilaterals and national governments to work collaboratively on the Implementation of forest-related policies and recommendations of the United Nations Forum on Forests</p>	<p>None.</p>
<p>8</p> <p>Global Environment Facility</p>	<p>Establish a mechanism for international cooperation for the purpose of providing new and additional grant and concessional funding to meet the agreed incremental costs of measures to achieve agreed global benefits in the following focal areas:</p> <ul style="list-style-type: none"> -Biodiversity -Climate Change -Degradation of International Waters -Ozone Depletion -Land Degradation 	<p>Implementation through the three designated agencies: WB, UNDP and UNEP of programs and projects in Biodiversity, Climate Change, International Waters, Ozone Depletion, Persistent Organic Pollutants, and Land Degradation.</p>	<p>Between 1991 and 2001, GEF allocated \$1,387 million for 470 projects in biodiversity, \$1,271 million for 90 projects in climate change, \$462 million for 60 projects in international waters, \$167 million for 21 projects in ozone depletion, and \$142 million for 19 projects in land degradation. These investments generated cofinancing of more than \$10.5 billion, mostly in climate change (about \$7 billion) and biodiversity (more than \$2.3 billion).</p>	<p>None.</p>

	Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
9	International Coral Reef Initiative	To implement Chapter 17 of Agenda 21, and other international Conventions and agreements for the benefit of coral reefs and related ecosystems. The Initiative was established in order to stop and reverse the global degradation of coral reefs and related ecosystems.	Focus global attention on the declining status of the world's coral reefs and promote practical solutions that must be implemented to reverse this decline; Encourage operational networks to promote the implementation of integrated coastal zone management, building of capacity; Promote and catalyze the funding of regional programs; Promote the development of environmentally-sound tourism; promote research and capacity building in developing countries; Promote the formation of National ICRI Committees; Maintain the ICRI web site; and promote the development of a database of projects on coral reefs	Successful integrated management through coordination and linkages to other programs, initiatives and legal instruments. Broad-based stakeholder partnerships and community participation for effective management and the development of culturally sensitive processes of empowerment. Increased public awareness and education, including capacity building, to highlight coral reef loss and degradation and to support effective management. Provision of data and information, in accessible and understandable forms, and from a wide range of sources to promote successful management.	None
10	Multilateral Fund for the Implementation of the Montreal Protocol	The main objective of the MLF is to assist developing countries that are party to the Montreal Protocol whose annual per capita consumption and production of ODS is less than 0.3 kg to comply with the control measures of the Protocol. Currently, 130 of the 175 Parties to the Montreal Protocol meet these criteria. They are referred to as Article 5 countries.	Assist Article 5 countries in preparing country programs, feasibility studies and project proposals, providing technical assistance for project development and implementation, as well as information dissemination. Funding both investment and non-investment projects. Insuring compliance by all Article 5 countries.	Sustainable ODS phase-out through national execution; Enhanced and accelerated flow of technical information to developing countries and enterprises; Develop Cost-effective phase-out plans for ozone depleting substances.	None.

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
<p>11</p> <p>Prototype Carbon Fund</p>	<p>The PCF has three primary strategic objectives:</p> <ul style="list-style-type: none"> -Demonstrate how project-based Emission Reductions transactions can promote and contribute to the sustainable development of developing countries and countries with economies in transition and lower the cost of compliance with the Kyoto Protocol. -Provide the Parties to the United Nations Framework Convention on Climate Change, the private sector, and other interested parties with an opportunity to "learn by doing" in the development of policies, rules and business processes for the achievement of emissions reductions . -Demonstrate the potential for public-private partnership in mobilizing new resources for addressing global environmental problems through market-based mechanisms. 	<p>The PCF projects that it will produce high quality greenhouse gas emission reductions; Establish various validation, verification and certification procedures for emissions reductions; Develop a knowledge base of business processes and practices earned.</p>	<p>PCF was launched in Jan. 2000 and has sought private and public subscriptions. At its first closing, six countries and 15 private sector entities agreed to pay \$10 million and \$5 million respectively to participate in the PCF.</p> <p>World Bank's Board increased the Fund's maximum size to \$180 million and approved advancing the date of a second closing. At its second closing, two more private sector entities joined, bringing the capital of the fund to \$145 million.</p>	<p>As a pilot activity, the PCF does not endeavor to compete in the emission reductions market; it is restricted to US\$180 million and is scheduled to terminate in 2012.</p>
RURAL DEVELOPMENT – DGF				
<p>12</p> <p>CGIAR</p>	<p>Increasing productivity Protecting the environment Saving biodiversity Improving policies Strengthening national research</p>	<ul style="list-style-type: none"> -Research on improvement of plants, livestock fish and trees, and the promotion of better natural resource management practices -Managing the world's largest collection of plant genetic resources, held in trust on behalf of the global community -Policy research Training and capacity building 	<p>Makes developing country agriculture more productive; research conserves natural resources, especially land and water; holds in public trust the world's largest collection of plant genetic resources; improves national policies, and encourages the adoption and dissemination of new technologies; works with developing countries in strengthening national research capacities.</p>	<p>None given</p>

	Program	Program objectives	Program activities	Outcomes and outcomes	Exit strategy
13	Global Water partnership	Clearly establish the principles of sustainable water resources management; Support action at local, national, regional or river-basin level that follow principles of sustainable water resources management; Identify gaps and stimulate its partners to meet critical needs within their available human and financial resources; and Help match needs to available resources. The overall development objective of the program is to achieve global water security as a contribution to eliminating poverty, improving well-being and protecting natural resources.	GWP's work is divided into four main areas: > Building partnerships that take action to introduce and implement integrated water resources management. > Ensuring GWP's Associated Programmes provide required strategic support to the regions and countries > Filling the 'IWRM Tool Box as a source of real-life lessons learnt from implementing IWRM. > Constructing a portfolio of regional actions on IWRM for presentation at the 3rd World Water Forum in Kyoto, Japan	Activities to date have focused on network building, both at the global and regional levels; participating in and organizing international conferences; and playing a major -- sometimes lead -- role in developing important policy documents and statements (e.g. the Vision to Action documents of the 2000 Second World Water Forum). The GWP has not yet been successful in engaging in on-the-ground activities in integrated water resource management, and the institutional link to Associated Programs, which do support on-the-ground activities, did not materialize as intended.	DGF support has been key in getting the GWP off the ground. The application is for a fourth year of funding from the DGF. The Bank's resources are a core element for paying the costs of the Technical Committee and the Secretariat. FY02 is the final year of DGF funding.
14	The World Commission on Dams	The WCD aims to fundamentally influence the future of hydropower and the of dams as a means of storage and water resources management. The key objectives for the WCD, as prescribed by its mandate are to: (i) Review the development effectiveness of dams and assess alternatives for water resources and energy development; (ii) Develop internationally acceptable criteria, guidelines and standards where appropriate, for the planning, design, appraisal, construction, monitoring and decommissioning of dams.	-Complete a global review of the development effectiveness of dams; Create a framework for options assessment and decision making case studies; Conduct thematic reviews/expert panel reports; Complete a survey of 150 large dams reflecting characteristics of global dams population; Draft a set of recommended international policies, standards, and criteria for decision-making on dams and related water and energy resources management aspects.	Three outputs have been planned for completion by August 2000: -A global review of the development effectiveness of dams; -A framework for options assessment and decision making processes for the development and management of water and energy services; -A set of criteria, guidelines and standards where appropriate for the planning, appraisal, design, construction, operation, monitoring and decommissioning of dams.	The World Commission on Dams will exit upon completion of its mandate at the end of FY01.
RURAL DEVELOPMENT – Non-DGF					
15	Capacity Building for Trade Policy, Strategy Development and WTO Negotiations	The project aims to carry-out an integrated program of research, policy analyses, and capacity building to strengthen the ability of developing countries to capture the benefits from trade and global market developments.	A two-pronged approach is adopted to (i) focus on the needs of poor countries inside the trade negotiations and second, and (ii) to advance complementary measures such as mainstreaming trade capacity development and integration strategy in Bank assistance.		

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
16 Commodity Price Risk Management Project	The Task Force will provide small-scale producers with access to price risk management instruments: a) providing technical assistance and capacity building to enable potential beneficiaries to structure a price insurance transaction that meets their needs and objectives.	A desk review of a commodity sector in a specific country; fieldwork that will determine the possibility of developing an operationalized program to supply price insurance in a given sector; developing an in depth cost estimate of running a pilot program; establishing a baseline data set to evaluate impact and results; and making a decision on whether or not to develop a pilot price insurance service.	The ITF is currently looking at price insurance for a number of commodity sectors across numerous countries. In each country, the ITF's work will proceed through three phases: Phase 1: a desk review of the specific country and sector. Phase 2: fieldwork to determine the overall feasibility and the possibility of developing an operationalized program to supply price insurance. Phase 3: laying the foundation for implementing price insurance transactions.	None at this time
17 Feeding Minds, Fighting Hunger	Eradicating hunger and malnutrition by promoting curriculum based learning on issues related to world hunger, food security and nutrition as key success factors for making this global vision a reality. Thus efforts are focused on the young and their teachers.	Developing curriculum; Assisting in the coordination of a "global teach in" in schools around the world; Facilitate a forum for sharing lessons and experiences from participants and beneficiaries; Production and maintenance of a website containing all teaching material; Production of a multi-language CD containing all the teaching material; Production of promotional video to assist in securing further grant and foundation funding.	Develop an evolving curriculum targeting school age children to better understanding of hunger and malnutrition. Activities are organized around World Food Day, 16 October – to maximize global impact.	None.
18 Global Integrated Pest Management Facility	The mandate of the Global IPM Facility is to assist interested Governments and NGOs to initiate, develop and expand National and Local Integrated Pest Management programmes. IPM programmes aim to reduce pesticides inputs while increasing production and profits through improved pest management.	Creating awareness and an enabling environment for IPM Helping in the development of pilot field programmes Accessing other programmes and information Establishing technical and policy IPM linkages	Farmers and extensionists trained on IPM techniques; Various technical reports and policy documents prepared; Awareness of the general public and policy makers on IPM and pesticide issues raised; Networks established among Governmental and Non-Governmental Organizations, farmers' associations, technical and research institutes and donor agencies.	

	Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
19	The Popular Coalition to Eradicate Hunger and Poverty	The Popular Coalition aims to build strategic alliances among diverse development organizations, placing particular emphasis on the role of civil society in overcoming hunger and poverty. The Popular Coalition is a mechanism through which partner organizations can test innovations designed to strengthen participation by the rural poor, enhance strategic policy formation and target resources more effectively.	Establishing Knowledge Networks; Empowering Communities; Building Public Commitment; Rural Financial Services and Collateral Substitutes; Preventing Emergencies; Supporting Implementation of the Convention to Combat Desertification.	The Popular Coalition has formed an Agrarian Reform Network (ARnet) in 24 countries to capture the lessons learned from the practical work of civil-society organizations in land reform and tenurial security; a Community Empowerment Facility has been created; to promote awareness-raising programs aimed at fostering the public and political commitments needed for sustainable agrarian reform programs; ARnet and the Community Empowerment Facility will assist in the planning and implementation of national action programs to combat desertification by helping civil society and governments address the land tenure requirement	
	SOCIAL DEVELOPMENT - DGF				
20	Small Grants Program	The purpose of the Small Grants Program is to support the empowerment of citizens to have greater ownership of development processes, thereby making these processes more inclusive and equitable.	The Small Grants Program supports activities that promote dialogue and dissemination of information; and enhance partnerships with key players in support of the development process.	In FY01, 57 Country Offices received funding (\$30,000 or \$45,000 each, total of almost \$2.3 million) to support two primary objectives: (i) to promote dialogue and dissemination on development, and (ii) to enhance partnerships with key players in the development arena.	None given
21	Post-Conflict Fund	The Bank makes sub-grants to a range of partners to provide earlier and broader Bank assistance to conflict-affected countries. The objective is to 'position' the Bank through constructive engagement in such countries where normal instruments and budget provisions cannot apply.	Providing grants to Watching Briefs, Transitional Support Strategies, early reconstruction activities, policy studies and conflict analysis.	Typically, sub-grants cover (i) watching briefs on countries in conflict; (ii) early assessment, planning and piloting of reconstruction activities, and (iii) a small number of capacity-building and action research proposals. In the first three years of operation 75 grants totaling \$22m have been made.	All individual activities financed by the PCF have a specific grant period. The FY02 DGF application continues a 3-year strategy to maintain DGF support while the potential for donor support is tested

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
22	<p>International Forum on Capacity Building of Southern NGOs</p> <p>IFCB aims to improve the quality of capacity building of SNGOs and thus enhance the contribution of SNGOs to development initiatives through a redefinition of roles and relationships between different stakeholder groups.</p>	<p>Identifying and analyzing capacity building needs and practices; facilitating dialogue among key stakeholders; and drawing lessons from the experience.</p>	<p>Changes in stakeholder approaches and policies; Increased awareness about capacity building among NGOs; Deepen knowledge base about SNGO capacity building needs and priorities; Stakeholders engaged in dialogue and common recommendations/ understanding reached at national level; Lessons synthesized on new experiences in BGO coalitions, alliances & networking. Some 700 individual NGOs from 69 countries participated in various IFCB activities.</p>	
23	<p>PRSP Learning Action Program</p> <p>The key focus of the action learning program is to support and strengthen participatory processes for the formulation and monitoring of poverty reduction strategies.</p>	<p>Poverty diagnosis and analysis; Macro-economic policy formulation and reform; Public expenditure review and budgets; Participation in monitoring outcomes of Poverty Reduction Strategies.</p>	<p>Reports, case studies, CD-ROM.</p>	
24	<p>Facility for Financial Sector Strengthening</p> <p>Provide a mechanism for the organization and funding of a concerted initiative to help countries implement sound practices to limit financial sector vulnerabilities and promote financial sector development.</p>	<p>Arrange and fund technical assistance and training; and Build a network of financial restructuring practitioners and organize fora to foster exchange of experiences and dissemination of sound practices on financial restructuring.</p>	<p>Technical assistance in about 15-20 countries per year; organize about six fora per year. Develop a data base of information and experts on financial restructuring.</p>	<p>The proposed disengagement strategy is for the FSSF Governing Council, beginning July 2003, to evaluate two options for disengagement from DGF Window 2 funding: (1) bilateral donor funding of the entire budget or (2) DGF Window 1 funding.</p>
25	<p>Toronto International Leadership Centre for Financial Sector Supervision</p> <p>The Toronto Centre's mission is to: Prepare supervisors to strengthen supervisory regimes and deal with troubled financial institutions; Disseminate the latest in leadership knowledge and expertise in financial sector supervision; and Be recognized internationally for excellence in leadership development of financial sector supervisors.</p>	<p>The Toronto Centre offers one-week interactive sessions that are designed to build leadership skills, using case studies presented by current and former supervisory agency executives who were actually involved in the cases.</p>	<p>Case presenters and session participants create a rich pool of real-world knowledge by sharing their professional experiences, discussing the challenges they face, and motivating one another to find new leadership strategies for dealing with those challenges.</p>	

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
26	<p>FINANCIAL SECTOR – Non-DGF</p> <p>Financial Sector Assessment Program</p> <p>The FSAP seeks to identify financial system strengths and vulnerabilities and to reduce the potential for crisis, thereby contributing to efforts to promote national and international financial stability and growth.</p>	<p>The FSAP aims to increase the effectiveness of efforts to promote the soundness of financial systems in member countries. The program seeks to identify the strengths and vulnerabilities of a country's financial system; to determine how key sources of risk are being managed; to ascertain the sector's developmental and technical assistance needs; and to help prioritize policy responses.</p>	<p>Country financial sector assessment reports.</p>	<p>None.</p>
27	<p>Financial Stability Forum</p> <p>The objectives of the FSF are: to assess vulnerabilities affecting the international financial system; to identify and oversee action needed to address these vulnerabilities; and to improve co-ordination and information exchange among the various authorities responsible for financial stability.</p>	<p>The Forum brings together on a regular basis national authorities responsible for financial stability in significant international financial centres, international financial institutions, sector-specific international groupings of regulators and supervisors, and committees of central bank experts.</p>	<p>A Compendium of Standards; reports</p>	<p>None.</p>
28	<p>EDUCATION – DGF</p> <p>The Partnership for Child Development</p> <p>The major focus of activity would be in the creation and dissemination of knowledge on effective school health strategies, and to promote and strengthen communication and knowledge networks and cross-sectoral partnerships in the field of school health. These initiatives will be strengthened by continuing the development of links with governments, donors, technical institutions and civil society.</p>	<p>Capacity building, a knowledge generation effort and the promotion and strengthening of communication and knowledge networks and cross-sectoral partnerships in the field of school health. Research to improve the targeting and delivery of HIV/AIDS prevention, and to develop effective strategies to mitigate the impact on the education systems.</p>	<p>The Partnership for Child Development has been working to provide the technical basis and understanding of school health programming. This knowledge creation has resulted in the technical platform for the launch of the FRESH Partnership, led by the World Bank, UNICEF, UNESCO and WHO and launched at Dakar in April 2000. This has subsequently resulted in eleven school health components of World Bank programs in Africa. The Partnership input has been crucial for providing cross-sector evidence of the impact of health and nutrition in education and developing consensus around cost-effective interventions.</p>	<p>None given</p>

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
29 UNESCO Institute for Statistics	The principal objectives of the Institute were stated as follows: to establish current and emerging needs for statistical data and indicators, to improve the collection, dissemination and use of comparative international statistics and to build statistical capacity in member states.	Collecting up-to-date statistics from across the world according to agreed quality procedures and disseminating them to the users in a form appropriate to their needs; Developing the conceptual and methodological framework for the collection of internationally comparable data and indicators; Working with Member States to improve their capacities to collect and analyze data of relevance to their policy initiatives; and analyzing data in partnership with policy makers and researchers, and promoting wider and more informed use of data for policy purposes.		Scheduled to exit in FY06. It is expected that DGF support will be required through FY06. Bank support will help to strengthen the credibility of UIS, and would be a catalytic agent for increased financial support from bilateral and other international development assistance organizations.
30 OECD World Education Indicators Program	The objective is to contribute to the knowledge base underpinning public policies seeking to improve access to education, raise the quality of educational opportunities, and to ensure an effective use of resources and a fair distribution of learning opportunities.	In addition to the basic data collection to derive the indicators, a number of special interest groups have been formed to research areas requiring data development and to recommend additions to the indicator set based on their investigations.	A further developed round of data collection instruments will be implemented; An expert study on educational finance in WEI countries; The development and implementation of a methodology for the classification of education personnel; Country-specific reports utilizing WEI data to inform debates on national issues; Sample survey of schools.	OECD World Education Indicators (WEI program) -- Scheduled to exit in FY02. DGF funds will be channeled to both organizations for the WEI program until FY02. UIS is still in the midst of institutional development and strengthening. It would be premature for UIS to take the lead role in FY02. It is expected that in FY03 UIS will take the lead role in extending the WEI program to developing countries.

	Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
31	Trends in Mathematics and Science Achievement Around the World	The TIMSS-2003 will assess the mathematics and science achievement of a nationally representative sample of students in Grades 8 and 4 in participating countries, as well as collecting detailed information on student backgrounds, schools and teachers. It will yield internationally comparable performance benchmarks for science and mathematics and a reasonable estimate of the effectiveness of the education system with respect to these two subjects. For those countries that participated in TIMSS-R, trend data will be available a Grades 8 and 4 and will provide new and powerful analytical tools for policy analysis and intervention.	Cleaning of country data sets, scaling and preparation of international scale scores, benchmarking, preparation and checking of the international reports.	The principal outputs will be internationally comparable measures of learning achievement in mathematics and science. In addition, the data will be made available for secondary analysis. Many research papers will be published. In support of institutional development in the partner countries, training documents, test instruments, briefing materials, and reports will be provided. TIMSS study results will be used in policy dialogues.	Scheduled to exit in FY04.
32	Progress in International Reading Literacy Study	The PIRLS study will assess reading literacy achievement of a nationally representative sample of students in Grade 4, as well as collecting detailed information on student backgrounds, schools, teachers and parents.	Assessments of reading comprehension, gathers information on home and school contexts, measures trends in reading literacy, samples students and schools.	This project's outcomes include international benchmarks of student performance that may be used as indicators of educational efficacy. In addition, the design of the study is such that at risk populations may be identified at the local level.	Scheduled to exit in FY03. No further DGF funding will be sought beyond FY03.

33	Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
	World Links for Development	To establish sustainable, educational on-line communities for students and teachers around the world, in order to improve educational opportunities, facilitate cultural understanding across nations, help youth develop skills needed for the knowledge-based global economy; To promote the application of information technology for economic and social development; - To provide training of trainers and teachers for the purpose of integrating technology as a learning tool in the classroom; To contribute to initiatives that improve education, health and employment, and that reduce poverty in developing countries; To facilitate the exchange of writing exercises, science projects, geography lessons, historical perspectives, ideas of the students in developing countries with their peers in industrialized countries, via E-mail, Internet and the World Wide Web.	Advocacy; Research; Knowledge Management; Donor/ Partner Coordination; Resource Mobilization; Advisory Services; Policy Reform; Capacity Building; Development of Community based Services.	More than 500 schools in 20 developing countries are linked with over 1,000 schools in more than 20 countries in both the developed and the developing world, working on more than 75 collaborative projects. Since the beginning of FY00 over 7,500 teachers, students, and school administrators have been trained in the use of technology to improve teaching and learning, in five languages, and an estimated 100,000 students and teachers are currently participating in WorldLD activities	The WorldLD Program is explicitly designed to have 3-year lifespans in each country. It is expected that, after 3 years, participating countries are able to continue and expand activities on their own.
34	EDUCATION – Non-DGF Focusing Resources on Effective School Health	Enhance the quality and equity of education; Improve the health and learning of school children through school-based health and nutrition.	Advocacy; Research; Knowledge Management; Donor/ Partner Coordination; Resource Mobilization; Advisory Services; Policy Reform; Capacity Building; Development of Community based Services	The development of the FRESH rationale, tool kits, and networks to share information about FRESH, have resulted in components of eleven projects serving more than 63 million children in Africa.	
35	HEALTH - DGF Centre of Excellence for Nutrition, International Center for Diarrheal Disease Research, Bangladesh	The goal of the program is to develop and disseminate cost-effective solutions to malnutrition, particularly as it affects mothers and children.	Operations Research; Development of standardized treatment protocols; Nutrition education, nutrition surveillance; Lessons learned	Examples: Early research on the development of Oral Rehydration Solution; Demonstration of the limitations of the old injectable cholera vaccine; Unparalleled expertise in community-based health care systems; trained nearly 15,000 health care professionals and leading experts in public health and enteric diseases	

	Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
36	Global Forum for Health Research	To help focus research efforts on the health problems resulting in the heaviest burden on the world's health.; To improve the reallocation of health research funds; and To facilitate better collaboration on health research between partners both in the public and the private sectors.	Advocacy; Research on the burden of disease, resource flows, and cost-effectiveness to aid development of consensus on priorities; Dissemination of information and research findings; Partner and donor coordination; Attracting new financing.	Three annual Forums, and one major international conference, attracting government; Catalytic role in the development of important global initiatives; Growing consensus on the importance of previously underestimated causes of ill-health and poverty in developing countries.	Long term support is requested for the Global Forum, subject to satisfactory evaluation.
37	Global Alliance for Vaccines and Immunization	To build a global coalition of organizations from the public, private and non-governmental sectors, focused on strengthening the global and country efforts to develop and introduce priority new vaccines for children.	Develop strategies to strengthen childhood immunization, and provide technical support to help countries achieve their plans to strengthen immunization services. The Vaccine Fund, a grant-giving mechanism, is partnering with GAVI partners to deliver vaccines and pay for immunization system strengthening.	Received and processed proposals from 54 of the 74 countries that have per capita incomes below \$1000; Committed US\$600 million from the Vaccine Fund to 36 developing country government health programs over five years; Developed a new vaccine procurement system that gives manufacturers long-term purchasing commitments, allowing them to respond to the needs of the poorest people; Created a viable market in poor countries for sophisticated vaccines increase resources to bring to market three vaccines in late stages of development.	
38	Global Micronutrient Initiative	To catalyze the global elimination of micronutrient malnutrition through a combination of advocacy and technical, financial, and operational support; To provide a stimulus to strengthen and expand nutrition programs around the world.	General advocacy work, vitamin A supplementation distribution universal salt iodization, and the development of double fortified salt. Brokering common standards for fortified foods.	Launching a major new public/private initiative on food fortification; Implementing a major PR campaign about iron deficiency anemia	This is the last year of support from the World Bank to the Micronutrient Initiative.
39	Population and Reproductive Health Capacity Building Program (PRH)	The PRH program aims to build the capacity of civil-society organizations to develop and implement culturally appropriate interventions in the sensitive fields of population and reproductive health, leading to healthier behavior at individual and community levels, and improved reproductive health outcomes.	On-granting through international intermediaries with links to grassroots groups world-wide; Support to operations research leading to the development of cost-effective interventions and protocols; Support to organizations active in technology and information transfer to community levels	Technology development and transfer; Sustaining the momentum of the Safe Motherhood Initiative; Leveraging significant financial and technical support for the programs; Piloting and replication; Culturally appropriate approaches to female genital mutilation.	Long-term DGF support is requested for this program, given (i) its centrality to the "unfinished agenda" of reproductive health identified as a priority for the Bank in the SSP, and (ii) its contribution to poverty reduction through support to the development of sustainable programs and organizations at community level.

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
40 Roll Back Malaria	To realize its goal of halving the global malaria burden by the year 2010, RBM seeks a 30-fold expansion in the proportion of people who can get effective treatment, ideally within two hours travel of the onset of symptoms, and in those who use treated bed nets.	Advocacy; Global Rule Setting; Research; Knowledge Management; Donor/Partner; Resource Mobilization	Assistance in carrying out regular supervision, monitoring and evaluation of malaria activities and in implementing rational antimalarial drug policies within the context of national essential drug programs; Training materials and treatment guidelines; Support to identify development projects for linkage to RBM interventions; Support to mobilize resources for RBM implementation.	Sustaining program activities will be accomplished through increased recognized credibility of the institution and of the activities, which will increasingly be supported by other financiers, and beneficiary countries themselves
41 Special Programme for Research and Training in Tropical Diseases (TDR)	Two-fold objective of research and development of new and improved tools for the control of six major tropical diseases and the strengthening of national research capabilities in countries where the diseases are endemic.	Basic and strategic research; product research and development; field research; and the training of human resources and research capability strengthening.	The implementation of large-scale, multi-centric field studies at the global level, combined with successful coordination of diverse partners and a dedication to incorporating scientific and technological advances in research activities, has resulted in new drugs for malaria, onchocerciasis, schistosomiasis, and African trypanosomiasis, and a filed test of a preliminary vaccine for malaria. It has created new therapeutic procedures such as multi-drug therapy for leprosy and vector control methods against the blackfly and the vectors of Chagas disease.	The TDR has an open-ended time frame. The Bank has been involved with TDR since its inception, with a full understanding that combating them would take a long-term commitment. Through its internal review mechanism the Program "exits" from diseases once tools become available.

	Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
42	Special Programme of Research, Development & Research Training in Human Reproduction (HRP)	HRP was founded in 1972 as a Special Programme of WHO to support and evaluate international research and development related to human reproduction - with particular reference to the needs of developing countries.	Coordination of research through a global network of research institutions, and second, building of national capacity in fertility and reproductive health research.	HRP has developed two monthly injectable contraceptives; Clinical trials done by HRP have documented the safety and relative efficacy of different methods of emergency contraception; Large HRP clinical trials have put to rest the notion that vasectomy could increase the incidence of cardiovascular diseases and of testicular and prostate cancer; HRP research played a major role in clarifying the issue of hormonal contraceptives and cancer; HRP's sponsored basic and clinical research has demonstrated the synergistic effect of anti-progestins and prostaglandins; HRP's ongoing collaborative work on cardiovascular disease and steroidal hormone contraception has recently reported original findings of great general importance.	The research and training provided by HRP is an on-going need. Periodic reviews are conducted to determine whether the current level of support should be continued for at least five years.
43	Stop TB	To achieve global awareness that TB is a priority problem for health, social and economic sectors; To expand the global partnership for a broader, intersectoral response and mobilisation of necessary human and financial resources; To analyse the major political obstacles and technical constraints to TB control and identify improved solutions that support country action; To achieve technical consensus and improved coordination among TB specialists, health leaders, donors, NGOs and governments	Promote wider and wiser use of existing strategies to interrupt TB transmission; Adapt existing strategies to address the challenges posed by emerging threats; Accelerate elimination of TB.	Documented expansion of access to, and results from, the WHO-recommended TB control strategy (DOTS) will be available (including case coverage, population coverage, and treatment outcomes) from WHO and other partners working in the field. Information on increases in local and external financing of TB control efforts should also be available. Public information documents, media materials, internet newsletters and website documentation will be available.	The Stop TB Initiative was launched as a two-year activity, 1999-2000. However, as its work program has evolved, its partners have agreed that it must continue to operate at least until 2005. The Stop TB Initiative is expected to be transformed into a long-term partnership. It is proposed that the DGF reconsider whether multi-year funding (FY2003-2004) is warranted prior to the conclusion of FY2002.

	Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
44	United Nations Administrative and Coordinating Committee, Sub-Committee on Nutrition	The mandate of the ACC/SCN is to raise awareness of nutrition problems and to mobilize commitment to solve them – at global, regional and national levels; to refine the direction, increase the scale and strengthen the coherence and impact of actions against malnutrition world wide; and to promote co-operation amongst UN agencies and partner organizations in support of national efforts to end malnutrition in this generation.	The SCN convenes working groups on specialized areas of nutrition; currently there are nine working groups in areas ranging from fetal and infant malnutrition, nutrition of the school aged child, and household food security to capacity building.		
45	UNAIDS	To reduce the transmission of HIV/AIDS, to provide affordable, cost-effective care for persons living with HIV/AIDS, and to mitigate the impact of HIV/AIDS on individuals, households, and communities.	Accurate HIV/AIDS surveillance; direct support to countries undertaking strategic planning; mobilizing commitment, and brokering alliances.	Develop integrated workplans and clearly defined strategies to support national programs; Develop and disseminated guidelines on results-based monitoring and evaluation for comprehensive and multisectoral responses to HIV/AIDS. Adapted national reproductive health policies and programs.	HIV/AIDS will require a long-term commitment from the UNAIDS Cosponsors and partner organizations.
46	HEALTH – Non-DGF Commission on Macroeconomics and Health	To analyze the impact of health on development; To produce reports and scholarly studies on health-related interventions and their impact on economic growth and equity in developing countries; Recommend a set of health measurement to minimize poverty and maximize economic development in developing countries.	The working groups will take stock of existing knowledge base in order to identify implications for policy rather than generate new knowledge. The groups are expected to consult widely with developing country policy makers and professionals as part of their work.	Working Papers	
47	Lymphatic Filariasis	The objective of the program is to eliminate the Lymphatic Filariasis disease. This is consistent with the Bank policy of poverty reduction and targeting the poorest in rural areas in these countries.	Develop standardized technical guidelines, training materials, and conduct operational research. Conduct intensively monitored demonstration projects Mapping of LF and capacity building, fellowships, and data analysis. Support country-level activities in support of Ministries of Health and to assist national LF task forces.		

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
48 SOCIAL PROTECTION – NON-DGF Social Protection for the Informal Economy	Improve understanding of risks faced by informal sector workers and potentially effective social protection interventions.	The partnership has held 2 seminars at the Bank over the last year to raise awareness of informal sector social protection issues. Currently, work is underway on two in-depth sector studies.	Several databases containing information that is pertinent to child labor research have been created and posted on a website.	
49 Understanding Children's Work	Improve child labor research, data collection and data analysis; Enhance capacity of child labor data collection and research, especially at the local and national level; and to Improve impact assessments of interventions against child labor.	Data mapping and analysis; Project mapping and analysis; and Knowledge sharing		
INFORMATION SOLUTIONS GROUP – DGF				
50 Development Gateway Foundation	The Development Gateway Foundation is proposed as a catalyst to support current efforts to use Information and Communication Technologies (ICT) in the fight against poverty. It is intended to harmonize and put into effect program ideas and initiatives now undertaken by different development stakeholders and partners including the World Bank to close the "digital divide".	Create a knowledge resource a forum for discussions; Organize symposia to exchange ideas around "digital divide"; Promote establishment of a network of experts on ICT development; Establish a research and training center; Provide seed funding to selected ICT projects and programs; Promote knowledge sharing.	Gateway services will include online training modules, research findings, best practices and ideas, case studies, procurement services, information on development projects, funding, commercial opportunities, product reviews, news, jobs, and directories.	The Bank's continued participation in the Foundation will need to be assessed during the next three years, based on the effectiveness of the Foundation in mobilizing projects and credibly addressing the digital divide. At the end of this period, it is expected that the Foundation would undergo an external evaluation to certify its effectiveness, and anew round of financing may be initiated at that point time. At this juncture, the World Bank could again consider its level of commitment to this partnership.
PREM NETWORK – DGF				
51 Forging Partnerships for Good Governance in Public Expenditure and Records Management	The main purpose of the grant is to focus more donor resources, in a coordinated way, toward the reform of public expenditure and records management systems in developing countries.	Preparation of a set of integrated diagnostic tools to help assess the public expenditure, accountability, and record-keeping systems of client countries; Supporting a set of in-depth diagnostic exercises in selected developing countries; Dissemination of the diagnostic tools, lessons of past experience, and developing country assessments and action plans.	An integrated set of tools and techniques to analyze and address issues of public expenditure management and record-keeping; Action plans setting out clear steps towards improvements in public expenditure management, accountability, and/or record-keeping systems in both the short- and medium-term.	The program is expected to be completed in FY04. An independent evaluation in FY04 will help determine what type of follow-up would be desirable.

	Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
52	Global Development Network	The Global Development Network is a worldwide association of research and policy institutes whose goal is to create, share, and apply to policy multidisciplinary knowledge for the purpose of development.	The GDN raises funds from donor governments and public and private institutions to provide grants to research institutes in the developing world through the regional research competitions; Global Research Project; Data Initiative; A series of regional and international meetings aimed at disseminating research and creating a forum for interaction with policymakers; Scholarship Programs; Global Awards.	GDN has supported and linked research institutes that generate, share and apply knowledge about development. To foster new knowledge, GDN regional networks established competitive peer-review grant mechanisms and distributed millions of dollars in research grants to developing country institutes. GDN facilitates knowledge sharing through regional conferences, the annual GDN Global Development Conference, and through electronic tools: a monthly e-mail newsletter, www.gdnet.org , the GDN web site.	The governing body will review GDN's location at its annual meeting in December 2003, three years after the body was established. At that time, the governing body will explore options for locating GDN in a developing country. It would also be appropriate at this time to have a full-scale evaluation of the activities supported by GDN. In the event that the activities supported by GDN are not deemed worthwhile and there is little evidence of donor support, DGF funding should be terminated. In the event that the activities are considered worthwhile and there is significant donor participation, then DGF should remain as a sponsor. Expected that donors will eventually support the program independently. In three years (by FY04), trade policy reforms should have been mainstreamed in Bank work in LDCs.
53	Integrated Framework for Trade	To assist the least developed countries (LDCs) better to integrate into the world economy and the multilateral trading system as a basis for sustainable growth and poverty reduction.	Strengthening coordination between participating agencies and donor countries. Provision of trade-related technical assistance. Assistance in preparation of "trade integration strategy chapters" in PRSPs.	Trade integration strategy papers. Capacity building projects.	Expected that donors will eventually support the program independently. In three years (by FY04), trade policy reforms should have been mainstreamed in Bank work in LDCs.
54	Partnerships in Statistics for the 21 st Century	The Partnership in Statistics for Development and Poverty Reduction program addresses the need of heavily indebted poor countries to increase their capacity to produce good quality statistics for comprehensive anti-poverty strategies and to monitor and evaluate the impact of poverty-reduction programs.	The work program includes six task teams as well as annual consortium meetings. In FY00/01 the task teams were established and work programs agreed. Activities will continue in FY01/02, with specific products being produced on advocacy, information exchange and indicators. A full consortium meeting will be in October 2001.	Global activities (task forces, research, reports). Regional seminars and workshops. Country-specific capacity building programs. Specific products on advocacy, information exchange, and poverty indicators.	As discussed in the FY01 application it is anticipated that this program will be funded for two years by DGF. After testing of the plan has been completed in a sufficient number of countries, the DGF supported portion of the PARIS21 consortium will withdraw while other activities on statistical capacity building will continue.
PREM NETWORK – Non-DGF					
55	DAC Network on Good Governance and Capacity Development (GOVNET)	The DAC Network on Good Governance and Capacity Development (GOVNET) is devoted to improving the effectiveness of donor assistance in key governance areas and to sharing best practices on innovative approaches to strengthen capacities for sustainable development.	Research and dissemination. Networking. Key areas of work include anti-corruption, public sector reform and guidance on principles for engagement with countries with severe governance problems.	Dissemination of research and findings on best practices.	None.

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
<p>PSI NETWORK – DGF</p> <p>56</p> <p>Business Partners for Development</p>	<p>The objective of BPD is to study, support, and promote strategic examples of partnerships, involving business, government and civil society, working for the development of communities around the world.</p> <p>BPD aims to produce solid evidence of the positive impact of tri-sector partnerships – both the developmental impact and the business impact.</p>	<p>Roundtables/workshops; Study visits; Training; Research.</p>		<p>Given the indicative results we have seen in some of the focus projects, it is anticipated that there will be a demand for BPD learning beyond the lifetime of the initiative (December 2001). Options for 'post-2001' Cluster activity are currently being considered by existing partners.</p>
<p>57</p> <p>Cities Alliance</p>	<p>To improve the living conditions of the urban poor through action in two key areas: City development strategies, which reflect a shared vision for the city's future and local priorities for action to reduce urban poverty; Cities without slums, through citywide and nationwide upgrading of low-income settlements to improve the livelihoods of the urban poor.</p>	<p>Develop action plan to improve lives of 100 million slum dwellers by 2020; Holistic city development strategies - define roles of all stakeholders in implementation; Citywide and nationwide scales of action – focus on scaling-up and sustainability; Build political will – demonstrate that slums are not inevitable; Partnerships – expand the level of resources reaching the urban poor.</p>		<p>The Cities Alliance is expected to disengage from the DGF for funding of the in-house Secretariat at the end of FY02; funding for the Secretariat will be transitioned to the Cities Alliance Trust Fund. The longer-term strategy for disengagement from DGF for funding for programmatic activities has not been developed.</p>
<p>58</p> <p>Consultative Group to Assist the Poorest</p>	<p>The objective of the Consultative Group to Assist the Poorest (CGAP) is to improve the quality and services to the poor, and especially the very poor. To achieve this end, CGAP works with three major groups of clients: local-level microfinance institutions (MFIs) and practitioners, donor organizations, and the microfinance industry at large.</p>	<p>Direct investments in MFIs, strategic advice and technical assistance, training and capacity building; development of technical tools and services for the industry; producing a common standard for content and presentation of MFI financial statements; developed and delivered training for auditors and supervisors in microfinance; and developed an on-line audit service for use by MFIs, donors, investors and auditors.</p>	<p>It is expected that large numbers of poor people will gain access to microfinance, enabling them to realize economic opportunities and increase income.</p>	<p>CGAP's current mandate runs through FY03. The results of the next evaluation, will serve as the basis for the CG determining whether to extend CGAP into a third phase beyond June 2003.</p>

	Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
59	Global Corporate Governance Forum	<p>Raise awareness and build consensus in favor of policy, regulatory and institutional reforms in corporate governance;</p> <p>to disseminate best practice; Fund technical assistance and capacity building; Sponsor research and analysis on the costs and benefits of corporate governance reforms in developing and transition markets.</p>	<p>Raise awareness and build consensus, through symposiums and support for the OECD/World Bank Corporate Governance Roundtables; disseminate best practice through its website and research publications, and fund technical assistance and capacity building through its co-financing facility.</p>	<p>The Forum has supported the roundtables program in Asia, Latin America, Eurasia, Russia and planning for Africa, and established a website and published a directory of organizations working on corporate governance worldwide.</p>	<p>The Forum will be established with an initial three year life span. During the third year of operation, the Steering Committee will review whether the Forum is meeting its objectives and decide whether it should continue in its current form”.</p>
60	Information for Development Program (infoDev)	<p>To encourage policies which increase connectivity, and especially which increase the access of the poor to ICT;</p> <p>To build human capacity, consensus and networks of interest needed for the introduction and utilization of new ICT in developing countries; and To pilot, demonstrate, and learn from innovative applications of ICT.</p>	<p>InfoDev provides grants and technical assistance fostering the design, testing, and application of innovative use of ICTs for economic and social development at global, regional, national, and local levels.</p>		<p>It is expected that the disengagement strategy will start in 2003.</p> <p>Support from the DGF, at the requested level, is expected at least through FY 2004. Starting in FY 03, a disengagement policy will be activated. The World Bank is expected to continue to cover part of the administrative cost of the core infoDev program via its administrative budget.</p>

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
61 Prevention Consortium	<p>1. Increase learning and the dissemination of good practices for reducing vulnerability to natural and technological disasters in at risk developing countries.</p> <p>2. Promote activities that help demonstrate risk reduction and risk transfer strategies.</p> <p>3. Improve access of the poor to risk reduction strategies, insurance and safety nets,</p> <p>4. Enhance institutional capacity for risk identification and management, and</p> <p>5. Strengthen cooperation and coordination between sectors that can further disaster reduction and development, including international organizations, public and private organizations, civil society organizations, and scientific groups.</p>	<p>Risk identification, the development of information and an understanding of physical risks; Risk reduction, the development and utilization of prevention and mitigation measures; Risk transfer, the sharing of risks through such mechanisms as insurance, safety nets, and calamity funds; Information sharing, which includes awareness raising, education and training efforts.</p>	<p>A presiding council and steering committee have been formed, key stakeholders from government, non-government and private sector organizations and academic institutions have joined the partnership, and a website has been developed to further communication between members and between the Consortium and users of its emerging products.</p>	<p>The plan is to move the secretariat from DMF to IFRC. DMF is working closely with IFRC in order to facilitate a smooth transfer of this function. An IFRC official currently serves as chair of the steering committee, enabling her to develop a deep understanding of all of the Consortium's operations.</p>
62 Public-Private Infrastructure Advisory Facility	<p>PPIAF is a global technical assistance facility designed to help eliminate poverty and achieve sustainable development in developing countries by supporting private sector involvement in infrastructure.</p>	<p>Activities include advice on the framing of pro-poor infrastructure development strategies; the design and implementation of specific reforms; building consensus for the adoption of reforms; and building capacity in designing and regulating private infrastructure arrangements; preparation of case studies, toolkits and other publications, as well as support to conferences, workshops and similar events.</p>	<p>Since its launch in July 1999, PPIAF has supported 63 technical assistance activities in 39 countries in all developing regions and covering all infrastructure sectors, and 11 activities identifying, disseminating and promoting best practice.</p>	<p>While formal disengagement strategy will need to be considered by the Program Council, early indications suggest that another three years may be justified under Window 1.</p>

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
<p>63</p> <p>Solar Development Group</p>	<p>The objective of SDG is to increase the delivery of solar home systems (SHS) and thus bring environmentally clean electricity to rural households in developing countries.</p> <p>More specifically, the SDG aims to overcome the key barriers to accelerated growth of photovoltaics (PVs) in the off-grid segment of the electricity market, including lack of medium-term funding to enable customers to repay the relatively high initial cost of PV systems over time, lack of understanding of PV by conventional financial intermediaries (FIs), and weak capitalization of many indigenous PV companies.</p>	<p>Invest in private sector companies involved in rural, commercially sustainable PV activities; Provide financing to local financial intermediaries who will service such companies. Business development activities eligible for SDF support include: Market research; Testing pilot scale operations; Training; Business planning assistance; Development of end-user financing mechanisms.</p>	<p>To date, it has identified approximately 200 of its likely 400 potential 'pipeline' companies. Of these, SDF will provide Business Development Services (BDS) funding for 60-75, many of which are expected to graduate to obtain investment capital. As of January 2001, it has committed \$411,000 to business development activities for 15 firms.</p>	<p>SDG is in year two of what can be considered a five-year pilot phase. If successful, SDG will be self-supporting at the end of the pilot phase and, with a proven track record, have access to the capital markets. All investors will have a defined exit option a five to seven year staged closedown, sale, or transfer of ownership of the investment portfolio</p> <p>From the Bank's point of view, it is proposed that grants be made to cover the pilot phase only, thus defining a clear end-point for commitment to funding. Phasing out of the Bank's involvement has been built into both the financing and management plans. Management disengagement has already taken place upon the selection of PV Partners as manager in March 1999 while financial disengagement will be completed at the end of FY04.</p>
<p>64</p> <p>Collaborative Group on Artisanal and Small Scale Mining</p>	<p>The Mission of the Collaborative Group on Artisanal and Small-Scale Mining (CASM) is to reduce poverty by supporting integrated sustainable development of communities affected by or involved in artisanal and small-scale mining in developing countries.</p>	<p>Co-ordinate and network between stakeholders; Exchange information on emerging experience and facilitate coordination between bilateral and multilateral programs; Act as a mechanism to facilitate matching projects and proposals with funding sources.</p>	<p>Inventory of existing small scale mining projects; a contact data base that will consist of a network of contacts in the small scale and artisanal mining sector; and selecting a variety of projects for CASM that will reflect both regional diversity and the different dimensions of small scale mining that warrants address.</p>	

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
65 Digital Opportunity Task Force	The aim of DOT Force was to integrate efforts to bridge the digital divide into a broader international approach. Hereunder: To enhance global understanding and consensus on the challenges and opportunities posed by information and communication technologies; To foster greater coherence among the various initiatives; To enhance the effective mobilization of resources to address these challenges and opportunities.	The DOT Force wrote a report, including an action plan, to help bridge the digital divide. The report was based upon a consultative process involving plenary meetings, informal consultations, meetings with stakeholders, and electronic outreach to broader audiences across the world.	Strategic plan for the International e-Development Resource Network; Build a virtual network to provide advice and expertise and favor knowledge sharing; Develop accessible web-based tools; Measure and promote government e-readiness.	
66	ESMAP's mission is to address the role of energy in the development process with the objectives of contributing to poverty alleviation; improving living conditions and preserving the environment in developing countries and transition economies.	ESMAP provides free policy advice and other technical assistance to governments. Country-level activities include: Specific studies such as country energy assessments and targeted technical studies; Strategic advice and other advisory services; Pilot projects and pre-investment work. ESMAP is also engaged in knowledge generation and dissemination of best practices. Central programmatic activities include: Web-site; Training, workshops, and seminars; Conferences and roundtables; Publications.	Free technical assistance; specific studies; advisory services; pilot projects; knowledge generation and dissemination; trainings, workshops and seminars; conferences and roundtables; publications.	
67	To help governments in developing and transition countries to design initiatives to attract foreign direct investment.	FIAS provides confidential advisory services to governments, at the request of governments, and on topics identified by the government and agreed to by both parties. Through interactive workshops and roundtable meetings FIAS also helps governments chart technically and politically practical paths to change.		
68	The WSP mission is to alleviate poverty by helping the poor in developing countries gain sustained access to improved water and sanitation services.	Policy support; Support to investment projects; Pilot and demonstration projects; Sector networking; and Knowledge sharing (learning events, case studies, and field notes).	WSP products; policy support, support to investment projects, pilot and demonstration projects, sector networking, and knowledge sharing (learning events, case studies, and field notes).	

Program	Program objectives	Program activities	Outputs and outcomes	Exit strategy
69	<p>The Global Knowledge Partnership</p> <p>The GKP is committed to sharing information, experiences and resources to promote knowledge and information as tools of sustainable, equitable development through information and communication technologies (ICT).</p>	<p>Develop standards and guidelines for using new technologies for content management; increase the volume and accessibility of content; improve knowledge flows; systems through effective and appropriate integration of ICTs; support women entrepreneurs, in the use of ICTs for all appropriate businesses, and in engaging in ICT-related businesses; promote the collection, production and dissemination of local knowledge.</p>	<p>Value-added services such as online tools for networking and knowledge-sharing; Updates on local, regional and global “knowledge for development” initiatives; Opportunities for direct and indirect advocacy in global policy dialogues regarding “knowledge for development” issues; and Opportunities to network and share knowledge on a regional and global basis with like-minded organizations.</p>	
70	<p>Global Development Learning Network</p> <p>To harness modern technology – including interactive video, the Internet, and satellite communications – in a cost-effective way, so that people who know are brought together with those who need to know, to learn with and from each other about the full range of development issues.</p>	<p>Provide cost-effective interactive learning activities throughout the developing world; interactive learning; Facilitate regular exchanges among practitioners and experts across countries and regions; Provide the means to exchange cutting-edge knowledge within the development community.</p>	<p>182 programs involving 15,800 participants; GDLN beamed an average of five to ten learning programs across the globe each day; DLCs earned revenues ranging from 25 percent to 80 percent of their first year’s operating expenses.</p>	

Annex I. Classification of Global Programs

	Program	DGF Status	Managed In-House	By Extent of Spillovers			By Level and Type of Activities			
				Global public goods	NPGs with potential regional spillovers	NPGs without spillovers	Merit goods	Global networking	Country-level technical assistance	Global and country-level investments
	ESSD Network									
	Environment									
1	Critical Ecosystem Partnership Fund	Window 1B	No	X			X	X	X	
	Forest Partnerships Program	Window 2								
2	Forest Alliance for Conservation and Sustainable Use	Window 2	Yes (Joint with WWF)	X			X	X	X	
3	Forest Trends	Window 2	No	X			X			
4	Program on Forests (PROFOR II)	Window 2	Yes	X			X	X	X	
5	The Global Mechanism to Combat Desertification	Window 2	No	X			X	X	X	X
6	Millennium Ecosystem Assessment	Exited FY01	No	X			X			
7	Collaborative Partnership on Forests	non-DGF	No	X			X			
8	International Coral Reef Initiative	non-DGF	No	X			X	X	X	
9	Multilateral Fund for the Implementation of the Montreal Protocol	non-DGF	No	X			X			X
10	Global Environment Facility	non-DGF	No	X			X	X	X	X
11	Prototype Carbon Fund	non-DGF	Yes	X			X	X	X	X

	Program	DGF Status	Managed In-House	By Extent of Spillovers				By Level and Type of Activities			
				Global public goods	NPGs with potential regional spillovers	NPGs without spillovers	Merit goods	Global networking	Country-level technical assistance	Global and country-level investments	
	Rural Development										
12	Consultative Group on International Agricultural Research	Window 1A	Yes	X				X	X	X	
13	Global Water Partnership	Exiting FY02	No		X			X			
14	The World Commission on Dams	Exited FY01	No		X			X			
15	Capacity Building for Trade Policy, Strategy Development and WTO Negotiations	non-DGF	Yes		X			X		X	
16	Commodity Price Risk Management Project	non-DGF	Yes		X			X		X	
17	Feeding Minds, Fighting Hunger	non-DGF	No				X	X			
18	Global Integrated Pest Management Facility	non-DGF	No			X		X		X	
19	The Popular Coalition to Eradicate Hunger and Poverty	non-DGF	No			X		X		X	
	Social Development										
20	Small Grants Program	Window 1B	Yes				X			X	
21	Post-Conflict Fund	Window 1B	Yes		X					X	X
22	International Forum on Capacity Building	non-DGF	No				X			X	
23	PRSP Action Learning Program	non-DGF	Yes			X				X	

	Program	DGF Status	Managed In-House	By Extent of Spillovers				By Level and Type of Activities			
				Global public goods	NPGs with potential regional spillovers	NPGs without spillovers	Merit goods	Global networking	Country-level technical assistance	Global and country-level investments	
	FSE										
24	Facility for Financial Sector Strengthening	Window 2	Yes		X			X		X	
25	The Toronto International Leadership Centre for Financial Sector Supervision	Exited FY00	No		X						
26	Financial Sector Assessment Program	non-DGF	Yes (Joint with IMF)		X			X		X	
27	Financial Stability Forum	non-DGF	No		X			X			
	HDN Network										
	Education										
	Global Development Network - Education Research Component	Window 2	No								
28	The Partnership for Child Development	Window 2	No					X		X	
	Program for Education Statistics	Window 2	No								
29	UNESCO Institute for Statistics	Window 2	No		X			X		X	
30	OECD World Education Indicators Program	Window 2	No		X			X		X	
	Program for the Assessment of Student Achievement	Window 2	No								
31	Trends in Mathematics and Science Achievement Around the World	Window 2	No		X			X		X	
32	Progress in International Reading Literacy Study	Window 2	No		X			X		X	

	Program	DGF Status	Managed In-House	By Extent of Spillovers				By Level and Type of Activities		
				Global public goods	NPGs with potential regional spillovers	NPGs without spillovers	Merit goods	Global networking	Country-level technical assistance	Global and country-level investments
33	World Links for Development	Window 2	Yes (Joint with World)	X				X	X	X
34	Focusing Resources on Effective School Health	non-DGF	No				X			X
	Health, Nutrition & Population									
35	Centre of Excellence for Nutrition, International Center for Diarrheal Disease Research, Bangladesh	Exited FY01	No		X			X	X	X
36	Global Forum for Health Research	Window 1B	No	X				X		X
	Childhood Illness	Window 1B	No							
37	Global Alliance for Vaccines and Immunization	Window 1B	No		X			X	X	X
	INDEPTH Health Surveillance and Experimental Network	Window 1B	No							
	The International AIDS Vaccine Initiative	Window 1B	No							
	Medicines for Malaria Venture	Window 1B	No							
38	Global Micronutrient Initiative	Exiting FY02	No			X		X	X	X
39	Population and Reproductive Health Capacity Building Program (PRH)	Window 1B	Yes			X		X	X	X
40	Roll Back Malaria	Window 2	No		X			X	X	X
41	Special Programme for Research and Training in Tropical Diseases (TDR)	Window 1A	No	X				X	X	X

	Program	DGF Status	Managed In-House	By Extent of Spillovers				By Level and Type of Activities		
				Global public goods	NPGs with potential regional spillovers	NPGs without spillovers	Merit goods	Global networking	Country-level technical assistance	Global and country-level investments
42	Special Programme of Research, Development & Research Training in Human Reproduction (HRP)	Window 1A	No	X				X	X	X
43	Stop TB	Window 2	No		X			X	X	X
44	UN Administrative and Coordinating Committee, Sub-Committee on Nutrition	Exited FY99	No			X		X		
45	UNAIDS (Joint United Nations Programme on HIV/AIDS)	Window 1B	No	X				X	X	
46	Commission on Macroeconomics and Health	non-DGF	No			X		X		
47	Lymphatic Filariasis	non-DGF	Yes		X			X	X	X
	Social Protection									
48	Social Protection for the Informal Economy	non-DGF	Yes			X		X		
49	Understanding Children's Work	non-DGF	No					X		
	ISG									
50	Development Gateway Foundation	Window 2	Yes		X			X	X	X
	PREM Network									
51	Forging Partnerships for Good Governance in Public Expenditure and Records Management	Window 2	Yes			X		X	X	
52	Global Development Network	Window 1B	No		X			X	X	

	Program	DGF Status	Managed In-House	By Extent of Spillovers				By Level and Type of Activities		
				Global public goods	NPGs with potential regional spillovers	NPGs without spillovers	Merit goods	Global networking	Country-level technical assistance	Global and country-level investments
53	Integrated Framework for Trade	Window 2	No	X				X	X	
53	Partnerships in Statistics for the 21st Century (PARIS-21)	Exiting FY02	No	X				X	X	
55	DAC Network on Good Governance and Capacity Development (GOVNET)	non-DGF	No		X			X		
	PREM Network									
56	Business Partners for Development (BPD)	Exiting FY02	No		X			X		
	BPD - Knowledge Resource Group	Exited FY01	No							
	BPD - Global Partnership for Youth Development	Exited FY01	No							
	BPD - Natural Resources Cluster	Exited FY01	No							
	BPD - Global Road Safety Partnership	Exiting FY02	No							
	BPD - Water and Sanitation Cluster	Exited FY01	No							
57	Cities Alliance	Window 2	Yes			X		X	X	
58	Consultative Group to Assist the Poorest	Window 1A	Yes			X		X	X	
59	Global Corporate Governance Forum	Window 2	Yes	X				X		
60	The Information for Development Program (infoDev)	Window 1B	Yes			X		X	X	
61	Prevention Consortium	Window 2	Yes			X		X		
62	Public-Private Infrastructure Advisory Facility	Window 2	Yes			X		X	X	
63	Solar Development Group	Window 2	No			X			X	X

	Program	DGF Status	Managed In-House	By Extent of Spillovers				By Level and Type of Activities			
				Global public goods	NPGs with potential regional spillovers	NPGs without spillovers	Merit goods	Global networking	Country-level technical assistance	Global and country-level investments	
64	Collaborative Group on Artisanal and Small Scale Mining	non-DGF	Yes				X				
65	Digital Opportunity Task (DOT) Force	non-DGF	Yes (Joint with UNDP)	X							
66	Energy Sector Management Assistance Programme	non-DGF	Yes		X			X			
67	Foreign Investment Advisory Service	non-DGF	Yes		X				X		
68	Water and Sanitation Program	non-DGF	Yes		X			X			
	WBI (World Bank Institute)										
69	Global Development Learning Network	non-DGF	Yes		X			X			
70	The Global Knowledge Partnership	non-DGF	No		X			X			
	Total			13	30	20	7	65	46	20	

Annex J. Beneficiaries and Benefits of Global Programs

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended).
Critical Ecosystems Partnership Fund		
Alliance for Forest Conservation and Sustainable Use (WWF)	Ultimately forest dependent people are the beneficiaries of the target driven program of the Alliance. However Bank Task Managers, WWF country offices and client governments also benefit through the respective programs and jointly implemented projects. Intermediate beneficiaries would be local and global conservation stakeholders.	Ultimately, substantial progress in forest and biodiversity conservation through the achievement of the conservation targets. Another benefit derive from the fact that the Alliance is working towards the establishment of building blocs for wider sustainable forest management. The partnership has also a direct benefit for WWF through the small grant program and an access to policy dialogue within the Bank.
Forest Trends		
Program on Forests (PROFOR II)		
Global Mechanism to Combat Desertification	1) National governments, regional/sub-regional bodies involved in the preparation of national, regional/sub-regional action programs to combat desertification; 2) local communities; 3) local/national NGOs.	Enhanced capacities, knowledge and tools for better land management, seed/catalytic resources for developing investment packages aimed at implementing the CCD.
Millennium Ecosystem Assessment		
Collaborative Partnership on Forests		The intermediate beneficiaries (the National Governments) receive policy advice. The ultimate beneficiaries benefit from improved policies.
Global Environment Facility	The intermediate beneficiaries are the Bank's client countries - particularly their sectors that depend heavily on natural resources and the integrity of ecosystems, as well as those responsible for energy, transport, and urban development. The ultimate beneficiaries are the international community, given the global environmental objectives of the GEF.	The principal benefits that beneficiaries receive from the GEF is grant financing that complements a financing package that consists of loans/credits and other resources. GEF is also the financial mechanism for three international conventions (on biodiversity, climate change, and persistent organic pollutants) and the financing it provides helps recipient countries to fulfill their responsibilities under these conventions. The GEF resources enable the Bank to provide a more complete array of financing instruments to our clients, in response to the specific nature of interventions and project objectives. This package of financing is critical to supporting mainstreaming in our clients' sectoral development plans.
International Coral Reefs Initiative	National and local governments, creating Regional-level strategies that are complementary to the World Bank's regional initiatives.	Knowledge Sharing, investment catalyst, a critical mass of information sharing and resources, and an organizing framework for more informed investment.
Multilateral Fund for Implementation of Montreal Protocol		
Prototype Carbon Fund		
Consultative Group of International Agricultural Research		

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended)
Global Water Partnership	The ultimate beneficiaries are the poor who lack access to water and water-related services. The intermediate beneficiaries are the stakeholders who, through the GWP, have a forum for interaction.	The principal benefits received from the (intermediate) beneficiaries are the facilitating and networking functions of the program, particularly as it provides a neutral space for stakeholder interaction.
World Commission on Dams	The ultimate beneficiaries are the poor. The intermediate beneficiaries are all the stakeholders involved.	The principal benefits received from the (intermediate) beneficiaries are stakeholder forum and the lucid report on lessons learned.
Capacity Building for Trade Policy, Strategy Development and WTO Negotiations	The ultimate intended beneficiaries of the program are the individuals in client countries that depend on agriculture for their livelihood. The indirect beneficiaries are the trade negotiators, policy officials, in government and international organizations that influence the policies and institutions which affect or determine the opportunities and benefits from trade and integration.	The program has helped in enhancing the voice and capacity of poor countries to participate more effectively in global trade negotiations. With more timely and solid analyses on key issues facing them, they have been able to prepare more effectively in advance than in previous rounds. The new development focus of the new WTO negotiations, following the new Doha Development Agenda.
Commodity Price Risk Management Project	The prime beneficiaries are small-scale producers of export commodities and the providers of risk management instruments - local banks, credit institutions and cooperatives. In addition beneficiaries will be made up of poor farmers who produce export commodities and, possibly, the population of poor countries at large through the benefits price risk management could bring to governments highly dependent on export earnings. More than 50 developing countries depend on three or fewer commodities for more than half of their export earnings.	They will obtain knowledge through technical assistance and capacity building and increased access to credit.
Feeding Minds and Fighting Hunger	Direct beneficiaries are schoolteachers who receive curriculum materials, schoolchildren who receive the education and ultimately the food insecure who will benefit in the next generation from leaders more committed to the issues in the future	See to the left.
Global Integrated Pest Management Facility	Small resource-poor farmers (gender also explicitly mentioned). Extension systems, pesticide policy experts.	Small groups of farmers attend farmer field schools and learn the IPM methodology, develop social cohesion; but, very small numbers participate. There is some policy advice for subsidy policies to governments.
Popular Coalition for the Eradication of Hunger and Poverty	The immediate beneficiaries are the members of the Coalition, the NGOs and CSOs, and the client governments of their countries. Indirectly the Bank and the larger donor community benefit.	The principal benefit that the CSO/NGO members receive is the opportunity to organize, analyze, report and access their own experience, as well as the increase credibility that comes from doing this effectively. Client governments get access to that experience. The Bank and other donors profit from access to that experience, and the Bank benefits for the opportunity to use the forum for discussion with the NGO/CSO community of issues of mutual concern.
Small Grants Program	The ultimate beneficiaries are marginalized and vulnerable groups. The intermediate beneficiaries are the NGOs and civil society groups who receive grants to carry out their activities.	Subgrants to carry out their activities. Unintended will be the association with the World Bank which could catalyze more funding. Other beneficiaries are the Country Offices who administer the grants program and as a result, have improved their relations or partnerships with civil society in their countries.

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended).
Post-Conflict Fund	Conflict affected communities, and their governments and institutions.	<p>Rebuilding of peoples lives and livelihoods through critical activities such as demobilization, removal of landmines, jobs for IDPs and refugees, essential infrastructure rehabilitation, community development activities, reconciliation activities, etc.</p> <ul style="list-style-type: none"> ● A point of entry to engage with a range of stakeholders to discuss their experience and perspectives towards improving policies and practices for capacity building of NGOs. ● Leading, in many cases, to a seat at the table in national and international fora on approaches to development policy and project implementation. ● Enhanced quality of capacity building for NGOs through direct activities and through increased accountability of other stakeholder groups such as 'providers' of capacity building.
International Forum on Capacity Building	The intended direct beneficiaries are NGOs and other civil society groups, who are seen as intermediaries of development actions. Any improvement in their capacity is bound to benefit the populations that they serve, specifically the poor and the vulnerable.	<p>The principal benefits relate to increase in country ownership of poverty reduction strategies and availability of a range of choices in terms of approaches to participation. It has also enabled country teams (client and others) to look beyond consultation and develop citizen based approaches to accountability including citizen report cards and participatory monitoring and evaluation. The program also enables countries to learn from each other and the leading practitioners of macro level participation through action learning mechanisms. This will improve the chances of effective and sustained implementation of Poverty reduction strategies at the country level.</p>
PRSP Action Learning Program	The intended direct beneficiaries of the program are the country teams (government and civil society) involved in formulation and implementation of Poverty Reduction strategies. The outputs of the Action learning program have been shared and disseminated to about 20 countries involved in PRSP at a number of learning events. The other set of beneficiaries are the staff of the Bank and Fund who are involved in facilitating and supporting country governments involved in formulating PRSPs. This has been done through country team clinics. The staff of other bilateral and multilateral agencies involved in supporting PRSP have also benefited from participation in various learning events as a result of the action learning program.	<p>The benefits received include: improved coordination of donor activities (which will prevent duplication of efforts), better leveraging of resources, increased resources devoted to financial sector strengthening, greater diversity of technical capacity drawn from many resources, improved coordination of technical assistance delivery, and a simple, straight-forward mechanism for accessing the resources to address vulnerabilities or target development opportunities.</p>
Facility for Financial Sector Strengthening	The ultimate beneficiaries of the FSSF are developing countries vulnerable to financial instability, and particularly their poor inhabitants who are usually the hardest hit by financial crisis. In the intermediate term, the beneficiaries include all partners involved, particularly the World Bank, IMF other multilateral banks, bilateral agencies and development organizations working on strengthening financial systems. The aim of the FSSF is to create a systematic mechanism for providing countries with the technical assistance support they need to build more robust financial systems.	<p>The ultimate beneficiaries of the FSSF are developing countries vulnerable to financial instability, and particularly their poor inhabitants who are usually the hardest hit by financial crisis. In the intermediate term, the beneficiaries include all partners involved, particularly the World Bank, IMF other multilateral banks, bilateral agencies and development organizations working on strengthening financial systems. The aim of the FSSF is to create a systematic mechanism for providing countries with the technical assistance support they need to build more robust financial systems.</p>
Toronto International Leadership Center for Financial Sector Supervision	Senior supervisors and current and future users of financial services.	Development of an action plan for a problem they face, and practice in using various tools for doing so; learning leadership behaviors from leaders; and expanded network of colleagues with shared new perspectives.

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended).
Financial Sector Assessment Program	Direct beneficiaries are those countries that participate. Enhanced capacity for the financial sector to intermediate growth and improved access to financial services – two goals intended for countries that participate in the FSAP – benefit the full spectrum of people living in those countries.	
Financial Stability Forum	Direct beneficiaries are all countries that are active in international financial markets. Ultimately, every country benefits from increased global financial stability.	
Partnership for Child Development	<p>The proposed activities form an intrinsic part of the work program of the Partnership for Child Development (PCD). The major focus of PCD's continued activity is in the creation and dissemination of knowledge on effective school health strategies, to promote and strengthen communication and knowledge networks, and cross-sectoral partnerships in the field of school health. PCD aims to strengthen these initiatives by continuing the development of links with governments, donors, technical institutions and civil society. PCD's collaborative programs continue to demonstrate the positive impact of school health interventions on children's health and learning outcomes. This is particularly apparent for the most disadvantaged children, typically the rural poor and the girl child. PCD targets capacity building for the poorest countries, thus focusing primarily on Africa. An inter-sectoral study on education, health and home background characteristics to enhance long-term monitoring and national policy making in Sri Lanka has been proposed.</p> <p>The PCD program supports an interagency partnership (UNESCO, UNICEF, WHO and World Bank) initiative—the FRESH Start Approach (Focusing Resources on Effective School Health). This initiative serves to promote a basic framework from which an effective school health program can be implemented that will contribute directly to improved learning. To date, 11 countries have adopted the FRESH start approach, each country adapting the framework to respond to the specific needs of their own children and many choosing to do this through World Bank projects. Part of PCD's continuing work would be to support these activities, lending technical assistance, enabling research and quality assurance when required, and also to promote the understanding and the adoption of this strategy in other countries.</p>	Explained to the left.

<p>Program Name</p> <p>UNESCO Institute of Statistics</p>	<p>Intended beneficiaries (intermediate and ultimate)</p> <p>The beneficiaries of the UIS program will be all users of the data collected, analyzed and disseminated. In particular, this will include policy-makers at national and international levels, including the World Bank, through improvements in the quality, timeliness and relevance of the outputs and through the dissemination of more comprehensive information. Beneficiaries will also include data providers since the UIS is committed to working with them, especially those in the developing world. UIS sub-projects will support them in the collection of accurate and complete data, and assist them in ensuring that these data are used within their own countries to inform the evaluation and development of policy. Furthermore, UIS will coordinate statistical capacity-building efforts of developing countries in Latin America and Caribbean region (OREALC project) and the Middle East and North Africa region (PAPED project). The Pan Arab Project for Education Decision Support (PAPED) project in particular will benefit Ministries of Education and educational institutions in the Arab States including: Egypt, Jordan, Palestinian National Authority, Lebanon, Tunisia, Morocco, Algeria, Mauritania, Djibouti, Syria, Sudan, Libya, Iraq, Yemen, and Arab Gulf States. Stakeholders and beneficiaries of accurate and comprehensive information will include data users and data providers, policymakers, educational planners, educational directors, school principals at national level, the UNESCO, the World Bank, and other international donors at the international and regional levels.</p>	<p>Principal benefits (intended and unintended).</p> <p>Explained to the left.</p>
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Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended).
OECD World Education Indicators Program	<p>The beneficiaries of the Program for Education Statistics (PES) will be all users of the data collected, analyzed and disseminated by UIS/OECD for the WEI project. In particular, this will include policy-makers at national and international levels, including the World Bank, through improvements in the quality, timeliness and relevance of the outputs and through the dissemination of more comprehensive information. Beneficiaries will also include data providers since the UIS/OECD are committed to working with them, especially those in the developing world (Egypt, Morocco, Sri Lanka, Tunisia and Zimbabwe joined the WEI program during its second phase and Paraguay, Uruguay, and Peru have requested and been granted participation on the understanding that they will cover their own international overhead costs). The WEI project supports them in the collection of accurate and complete data, and assist them in ensuring that these data are used within their own countries to inform the evaluation and development of policy. Stakeholders and beneficiaries of accurate and comprehensive information will include data users and data providers, policymakers, educational planners, educational directors, school principals at national level, the UNESCO, the World Bank, and other international donors at international and national levels.</p>	Explained to the left.
Trends in Mathematics and Science Achievement Around the World	<p>Beneficiaries include the 20 countries (Armenia, Botswana, Bulgaria, Czech Republic, Hungary, Indonesia, Latvia, Lithuania, Macedonia, Malaysia, Moldova, Morocco, Philippines, Romania, Russian Federation, Slovak Republic, Slovenia, South Africa Thailand, Tunisia, Yugoslavia), those working in the education sector, e.g., national governments, international institutions such as the World Bank and UNESCO, other organizations such as universities and research organizations in participating countries concerned with monitoring and improving education quality, and ultimately the students. The results will be reported in both international and country-specific publications, and the full data archives made available on CD-ROMs and through the Internet. For the participating low- and middle-income countries, the study will serve as an international benchmark against which to measure future progress and for those who have participated in the past, the first opportunity to measure change over time.</p>	Explained to the left.

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended).
Progress in International Reading Literacy Study	<p>The beneficiaries include the 15 low- and middle-income countries, those working in the education sector, e.g., national governments, international institutions such as the World Bank and UNESCO, other organizations such as universities and research organizations in participating countries concerned with monitoring and improving education quality, and ultimately the students. For the participating low- and middle-income countries, the study will serve as an international benchmark against which to measure future progress. This project's outcomes include international benchmarks of student performance that may be used (with other measures) as indicators of educational efficacy. In addition, the design of the study is such that at risk populations may be identified at the local level and issues of equity related to race, gender and socio-economic status may be addressed. Identification of these factors in association with their antecedents can contribute to strategies that lead to the improvement of educational and social life chances for individuals.</p>	<p>Explained to the left.</p>
World Links for Development	<p>Intended direct beneficiaries are Secondary Students, Teachers, Pre-Service Teacher Trainees, and Education Policymakers, in seven (7) World Links countries.</p>	<p>These individuals will receive improved and expanded educational opportunities, and develop skills in effective use of information and communication technologies. In the medium to longer-term, employment prospects for participating youth are expected to be enhanced, and graduates will be able to help their countries compete in a global economy in the Information Age. It is also expected that the Program will contribute to a narrowing the in-country gap between the "information haves" in urban areas and the "information have-nots" in rural areas, as two-thirds of World Links schools are public schools located outside capital cities, a share which is expected to grow with DGF funding. Lastly, in FY2002, a new training initiative designed with FY2001 DGF funds to disseminate lessons learned from three years of World Links Program experience will benefit senior-level policymakers in ministries of education, telecommunications, and finance.</p>
Focusing Resources on Effective School Health	<p>The intended beneficiaries of the FRESH program are pupils and persons responsible for school health programs in the Bank's client countries, students, teachers, health workers, schools, and community groups.</p>	<p>Beneficiaries of the FRESH program activities have access to integrated school health programs in all schools—health related school policies, safe water and sanitation (the essential first steps towards a healthy physical, learning environment), skills- based health education, and school-based health and nutrition services. Beneficiaries enjoy the advantage of international exchange of information on school health. FRESH creates and sustains a common vision of school health among development agencies to focus and optimize support which benefits clients. FRESH provides concise and sound reasons to foster effective partnerships between education and health sectors, teachers and health workers, schools and community groups, and pupils and persons responsible for school health programs.</p>

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended).
Centre of Excellence for Nutrition, International Centre for Diarrheal Disease Research, Bangladesh	The intended beneficiaries are the poor in developing countries, the governments and agencies enabled to provide more effective remedies, and the institutions whose capacity is reinforced by involvement in the research efforts.	At various levels these comprise: products, information, development of prioritization methodology for use at country level, developing country involvement in international research efforts, data on health research flows to guide decision makers. A benefit deriving from the October 2000 Global Forum comes from the decision of The Lancet to form a commission to address the 10/90 gap in health research publication. The commission will look at practical ways in which the journal can encourage researchers from resource-poor countries to submit their work, and also to participate in its peer-review process – an obvious boost to research capacity building, and outlet for developing country researchers’ “voice” in the research agenda.
Global Alliance for Vaccines and Immunization	The ultimate beneficiaries of GAVI’s efforts are the children, women and men in the poorest 74 countries of the world. National governments also benefit from direct support for their immunization infrastructure. To date, 36 countries across all regions of the Global South are destined to receive vaccines and support for immunization services. Intermediate beneficiaries also include the partners--- national governments, UN agencies, the World Bank, the private sector, bilateral governments, foundations, and others—who benefit from the enhanced collaboration that the GAVI umbrella/coordinating mechanism permits.	The principal benefit that the ultimate beneficiaries receive is protection against killer diseases through vaccination, such as the routine 6 vaccines, and improved systems for immunizations. In addition, GAVI and the Vaccine Fund have made it possible for poor countries to protect their citizens against diseases for which newer and more expensive vaccines have been purchased, e.g.: Hepatitis b and <i>Haemophilus influenzae type b (hib)</i> . GAVI and the Vaccine Fund have also stimulated policy dialogue related to immunizations. One of the benefits of GAVI has also been that gaps---financial and technical--- in relation to immunizations are being identified and addressed. One of the perhaps unintended benefits has been increased focus on health outcomes, as GAVI has adopted a performance-based (so-called “shares”) approach. GAVI has also had the unintended effect of encouraging new and creative strategies which bring financing down to the community level. Thus, exploring new and creative financing schemes has been an important, related spin-off of the larger GAVI partnership.
Global Micronutrient Initiative	This varies from activity to activity. In general the direct beneficiary is a government or NGO that receives technical assistance or commodities (financed by Canada). Ultimate beneficiaries are poor children, women, and sometimes whole populations (in the case of food fortification) that are the intended target groups of micronutrient programs.	Benefits received by government and NGOs: feasible strategies, rationalization of expenditures, more efficient use of donor resources, technical upgrading, credibility from implementing successful program that reaches the poor.

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended).
Population and Reproductive Health Capacity Building Program	A) the community level men and women who participate in the recipient programs both as members and beneficiaries, and B) the international NGOs active in the difficult field of reproductive health for whom Bank support provides leverage with other donors. The program has significant "multiplier" effects: not only have some of the local groups found support from donors such as GTZ, the EC, UNICEF and UNFPA, but also support from private sector groups. For example, a youth organization in Ethiopia addressing the problem of AIDS received Bank support through the German World Population Foundation, and then from Daimler Chrysler and Hewlett Packard who built a training center, and provided computers.	Support in addressing their own perceived needs; technical assistance at a substantive level; technical assistance in organization building; links to information resources; links to broader initiatives; participation in supporting networks.
Roll Back Malaria	People suffering with malaria. Health systems burdened with malaria patients.	Increased prioritization of malaria – resulting in better trained staff, more cost-effective protocols, increased education on malaria, access to bednets, access to effective antimalarials.
Special Program for Research and Training in Tropical Diseases	The intended beneficiaries are the poor and disadvantaged populations affected with these diseases.	The ultimate benefit is poverty reduction, targeting the poorest of the poor, and promoting sustainable economic development. A life without a disabling or disfiguring disease, restoring their human dignity.
Special Program of Research, Development and Research Training in Human Reproduction	Men and women of reproductive age who wish to decide on the size and timing of their families, and the governments who wish to provide access to family planning for both reproductive health, and to stabilize population growth. In addition, research capacity in the field of reproductive health is strengthened a) by the involvement of developing country institutions in the global network of collaborating centers, and b) by the capacity building arm of the program.	Greater choice in contraception (associated with increased prevalence), greater assurance of safety, fewer side effects (both major reasons for non-use or discontinuation) – and more generally for the children in smaller families, better chance of survival, better nutrition and greater schooling. Perhaps at a level one more removed: countries that have experienced fertility reductions have reaped a "demographic bonus" – the growth in the working age population having contributed to more rapid economic development
Stop TB	1. Low income developing nations and middle-income countries with high TB burdens as well as industrialized nations with TB risks. 2. Those working to control TB, develop new tools or related challenges (HIV/AIDS) (drug supply) in all nations. 3. TB patients and populations at risk – ultimate beneficiaries.	1. Access to new resources (both directly from Stop TB or through partners participating in Stop TB). 2. Rapid sharing of news, best practices. 3. Recommendations or priority investments, assistances in development and implementation of strategic plans. 4. Political attention to problems. 5. Direct access to drugs.
UN Administrative and Coordinating Committee, Subcommittee on Nutrition	Direct beneficiaries are agencies and their staff, indirect beneficiaries are country governments, local organizations and workers in the field of nutrition, and vulnerable groups, particularly women and children in developing countries.	Being updated on nutrition situation, program and policy development, better coordination with others, pressure on normative agencies to focus on key issues.
UNAIDS	Intermediate: Those infected and affected by HIV/AIDS. Ultimate: The next generation in Africa (in its entirety), and potentially in other regions.	Adequate funding, the creation of a favorable environment to execute culturally appropriate programs of their own design, better care and treatment (for the infected), better support (for the affected), and averted HIV infection (for those not infected).

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended)
Commission on Macroeconomics and Health	The ultimate intended beneficiaries are poor people in least developed countries, likely intermediate beneficiaries are the policy analysts and staff of the a) government agencies, and b) donor/development agencies who work at various stages on the on the design, implementation and/or evaluation of health policies.	Potentially only, and an indirect but important benefit, the CMH may be able to generate greater political commitment to spending more money on interventions that are known to be relevant to poor households.
Lymphatic Filariasis	Rural disenfranchised groups are the ultimate beneficiaries.	A life without a disabling and disfiguring disease, restoring their human dignity.
Social Protection for the Informal Economy	The ultimate beneficiaries are vulnerable workers in the informal economy. The intermediate beneficiaries are Bank staff who work on labor markets, poverty reduction, and social inclusions, as well as our counterparts in government Ministries of Labor (also, Development, Finance, Planning, etc) and our partner-practitioners in WEIGO and the ILO.	It is hoped that the ultimate beneficiaries - the poor and vulnerable workers - enjoy greater security in their incomes, health, work and training opportunities, and income support for retirement and periods of unemployment. Bank staff, government counterparts, and put partners will gain greater knowledge about whose most vulnerable and why and what types of interventions and regulations can best assist poor workers. There is a potential net benefit of policy coherence for those working at the grassroots level (e.g. WIEGO) and Bank staff and government officials working at the policy level.
Understanding Children's Work	<p>The main beneficiaries of this program are countries where child labor is a major problem. It is essential to increase capacity building within countries, and this objective remains an integral part of the project. The UCW project will aim to strengthen the appropriate capacity for data analysis and use of the information by helping to identify and direct resources where they are most needed. The UCW Project will aim to address this objective implicitly through the inclusion of researchers, field personnel from the agencies and others from developing countries in the listed activities.</p> <p>The UCW Project will also address this need more explicitly by hosting a regional workshop and development of a training packet. Specific activities to support this goal include the development of the Training Packet on Child Labour, the Fields Based Needs Assessment/Regional Workshop, supporting research through direct funding to local researchers, promoting inclusion of child labour panels on economic symposiums, and the UCW Working Paper series.</p> <p>In the interim, beneficiaries will also include other multilateral, bilateral, and national agencies working on this issue. The UCW project will help to develop a global network of experts, built on a principle of increased knowledge sharing and effective use of limited resources.</p>	See to the left.

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended).
Development Gateway Foundation	Local and national governments, donors, civil society organizations, development professionals, researchers, community leaders, business people, students, indigenous groups, librarians, and the media.	<p>The Gateway hopes to offer a number of benefits and services. These include:</p> <ul style="list-style-type: none"> ● promoting dialogue and collaboration among local communities/civil society, governments, donors, academic and private sector groups on policy issues, development programs, and local projects ● offering greater visibility for local development activities and experience, and indigenous knowledge, and especially a means of exchanging this information between developing countries ● promoting the exchange of donor aid information and coordination through a multi-agency projects database ● helping build local information and communication technologies (ICT) capacity to narrow the digital divide by establishing Country Gateways ● providing tools for building capacity, training, and management and delivery of data ● promoting greater government transparency and accountability through e-government initiatives ● helping institutions interact through aid matchmaking, organizational directories, and supporting networks ● providing data, statistics, and publications on development through databases and an online bookstore of publications from many sources ● providing opportunities for online procurement and marketing.
Forging Partnerships for Good Governance in Public Expenditure and Records Management		
Global Development Network	Intended beneficiaries of the program include both developing country researchers, who receive support to undertake their work, the broader development community which gains access to this research, and policymakers who can both use the research and the increased local pool of expertise.	Principle benefits include support for research undertaken in developing and transition countries, building networks with researchers in other countries, and access to expert commentators on their work. In addition, policymakers receive more locally produced research and a greater pool of research expertise to draw upon.
Integrated Framework for Trade	Least developed countries in the first instance, but ultimately, all low and middle income countries as the tools, strategies, experiences and eventually funding become available and applicable to them. Also, the Bank itself is a beneficiary to the extent that the IF has prompted a much closer cooperation between various central units themselves (DECPG, PREMEMP, DECRG) and among these and the operations.	Thorough analysis of the impediments to their integration into the world economy how to tackle these and the poverty impact: capacity building, technical assistance, greater voice in international forums, a more focused and better coordinated approach by development agencies in their assistance strategy.

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended).
Partnerships in Statistics for the 21st Century (PARIS-21)	Governments, business communities, population at large in the countries concerned, international community, donors, investors, etc.	Information, knowledge.
DAC Network on Good Governance and Capacity Development (GOVNET)	Most recently detailed empirical work on civil service legislation undertaken by SIGMA and PUMA through the partnership has provided practical guidance for staff working on civil service reforms.	Practical knowledge on governance interventions.
Business Partners for Development (BPD)	<p><u>Intermediate beneficiaries:</u> BPD-wide: development organizations, NGOs, governments, companies that are striving to develop socially responsible approaches to development. Each cluster's work program includes major capacity-building support for local organizations which can enable the private sector, civil society organizations and government structures to work together.</p> <p><u>Ultimate beneficiaries:</u> <i>Natural Resources</i> (oil, gas and mining companies): host communities; people affected by mine closures. <i>Water & Sanitation</i>: urban poor. <i>Global Partnership for Youth Development</i>: youth, the next generation of laborers and consumers.</p> <p><i>Global Road Safety Partnership</i>: communities; those affected by unsafe road conditions.</p>	<p><u>Intermediate beneficiaries:</u> BPD-wide: development organizations, NGOs, governments, companies that are striving to develop socially responsible approaches to development. – information, tools, training, research, good practice, network of partnership practitioners.</p> <p><u>Ultimate beneficiaries:</u> <i>Natural Resources</i> (oil, gas and mining companies): host communities; people affected by mine closures. – redress for grievances, fora for discussing and influencing corporate action, training. <i>Water & Sanitation</i>: urban poor. – improved access to safe drinking water. <i>Global Partnership for Youth Development</i>: youth, the next generation of laborers and consumers. – IT education, safer factories/workplaces, better access to healthcare, agriculture training. <i>Global Road Safety Partnership</i>: communities; those affected by unsafe road conditions. – education on safe practices for drivers, passengers and pedestrians, safer roadways.</p>

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended)
Cities Alliance	<p>The intermediate beneficiaries are Alliance member organizations - development banks, U.N. organizations, bilateral development agencies, and international association of cities. The ultimate beneficiaries are local governments and the urban poor.</p>	<p>Intermediate beneficiaries:</p> <p>An emerging alignment of urban development strategies, and improved coherence of individual organization efforts.</p> <p>Improved collection and sharing of knowledge, tools and best practices</p> <p>Tools and support for building the commitment within member organizations to tackle the challenges of slums and urban poverty.</p> <p>Linking grant-funded technical assistance with capital investment follow-up.</p> <p>Ultimate beneficiaries:</p> <p>At the local level:</p> <p>The priorities of the urban poor are addressed through their direct engagement in the formulation and implementation of CDS and citywide upgrading activities, as this is a key criteria for Alliance-funded activities.</p> <p>Improved coherence of development assistance leading to increased impact and efficiency in reducing urban poverty.</p> <p>Improved strategic planning, moving beyond sectoral and project approaches to citywide and nationwide impacts.</p> <p>At the global level:</p> <p>Cities are engaged in setting policy and priorities for the Cities Alliance as members of the Cities Alliance Consultative Group.</p> <p>Representatives of the urban poor (NGOs/CBOs), the private sector and other civil society organizations advise on Cities Alliance policy and on regional strategies and approaches as members of the Cities Alliance Policy Advisory Board.</p>
Consultative Group to Assist the Poorest	<p>The ultimate beneficiaries of CGAP are the poor, including micro-entrepreneurs and very poor households, who lack access to formal credit and savings services. The vast majority of these ultimate beneficiaries are poor women. As a conduit to the poor, local microfinance institutions, which directly provide financial services to the poor at the community level, are the intermediate beneficiaries. CGAP member donors and governments also benefit from activities aimed at improving donor microfinance practices and the policy environment for microfinance.</p>	<p>The principal intended benefit that ultimate beneficiaries receive from CGAP's activities is access to credit, savings, and other financial services that respond to their specific needs. These financial services enable the poor to increase their income, build their businesses, reduce their economic vulnerability, and improve the well-being of their families in the process. Through this access to financial services, poor people, especially women, become more confident and assertive and have more control of their lives. They are better able to access public services and better able to negotiate and even confront the structures of patriarchy and inequity that traditionally have kept them poor.</p>

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended).
Global Corporate Governance Forum	The intermediate beneficiaries of the Forum's work are the leaders of public and private sector reform initiatives in developing countries. The ultimate beneficiaries of the program are the local communities who will gain from the sustainable development which an improved investment climate can bring.	Unintended benefits cannot be identified at this early stage of the program. The intended benefits are set out in the Forum's Charter, which is a contribution to promoting the private sector as an engine of growth, reducing vulnerability to financial crisis, providing incentives for corporations to invest and perform efficiently, in a socially responsible manner. Over the medium term this will include a range of benefits from employment linked to growth, better protected investment returns for local savings, such as pension funds, reductions in cost of capital for businesses and reduction in risks and opportunity cost from inefficient and ineffective corporate boards, operating under weak regulation and poor enforcement. The Forum will be supporting a research program which will be designed to develop the empirical analysis to test these assumptions, and also to refine policy advice in reform.
Information for Development Program (infoDev)	People are the ultimate beneficiaries of infoDev activities. In the process private and public organizations also benefits through an increase in their capacity to utilize ICT.	Beneficiaries have increased access to critical information directly related to their well being (education, health, government, environmental management, etc.). They also directly benefit from the project by increasing their capacity to use ICT tools. InfoDev projects also have positive unintended consequences such as the development and dissemination of local cultural content.
Prevention Consortium	The ultimate beneficiaries of ProVention activities are at risk developing countries, particularly their poor inhabitants who are usually concentrated in the most vulnerable areas. In the intermediate term, the beneficiaries include all partners involved, particularly the World Bank, other multilateral banks and development organizations that are investing in the social and economic development of our client countries. The aim of ProVention is to provide tools and methodologies to enhance development efforts and make them truly sustainable.	ProVention enables stakeholders to work as a network on a global basis, to do more collectively than they can do individually or even in short-term partnerships that may emerge on a project-by-project basis. It has proven to be an effective mechanism to mobilize and leverages resources for the benefit of developing countries. The coordination of the activities serves to avoid unnecessary duplication of efforts. Ultimately, the beneficiaries in the client countries will benefit from stronger, more resilient development investments; improved access to disaster risk reduction strategies, insurance and safety nets; enhanced institutional capacity for risk identification and management

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended)
Public-Private Infrastructure Advisory Facility	<p>The intended ultimate beneficiaries of PPIAF's activities are citizens of developing countries, particularly the poorest, who benefit from improved access to more reliable infrastructure services.</p> <p>Intermediate beneficiaries include recipient economies as a whole, with PPIAF technical assistance helping to increase the efficiency of key sectors, supporting private investment, and freeing up public resources for other social purposes. The World Bank Group is also an intermediate beneficiary since PPIAF supports and complements the Bank's programs, including through better donor coordination.</p> <p>Other participating donors also benefit through improved coordination of their programs and activities in this area, and by gaining access to global best practices in the design of such interventions. And, the private sector, both locally and internationally, benefits through expanded business opportunities.</p>	<p>PPIAF's interventions are directed to achieving the following benefits for client governments:</p> <ul style="list-style-type: none"> Improve the coverage, quality and efficiency of water, power, transport and telecom services, particularly to the poorest with consequential benefits for the broader economy and the delivery of specific services including health and education. Reduce the fiscal and managerial burden on governments. Expand the flow of private investment (including FDI). PPIAF seeks to achieve these results in a way that helps: connect local policy makers with lessons of international best practices in a fast moving area; build consensus for often politically sensitive reforms; and support local capacity building. Additional benefits flow because PPIAF has been designed to respond very quickly to urgent requests for assistance. Donor resources are also structured to reduce any potential suspicion of conflicting commercial or other interests. PPIAF also yields important benefits for participating donors: Mobilize and leverage resources. Exploit the expertise and economies of scale and scope available from an integrated, multi-donor work program. Promote the exchange of lessons of experience between sectors, regions and donors. Facilitate coordination between bilateral and multilateral programs addressing the same concerns.
Solar Development Group	<p>Immediate: SMEs in the rural areas of developing countries</p> <p>Ultimate: Individuals, households and enterprises needing access to small amounts of electricity.</p>	<p>Access to modern energy services and thus to lighting, motive power etc.</p>
Collaborative Group for Artisanal and Small Scale Mining	<p>Intermediate: multi-lateral and bi-lateral aid agencies; NGOs; sector organizations (international and national); national and local governments.</p> <p>Ultimate: small-scale mining communities; communities living in or close to areas of ASM.</p>	<p>Mitigate or eliminate the negative environmental, social and cultural effects of artisanal and small-scale mining on affected communities;</p> <p>Reduce the occupational health and safety risks to the miners;</p> <p>Improve the policy environment and institutional arrangements governing small-scale mining;</p> <p>Increase the productivity and improve the livelihoods of miners.</p> <p>Alternative livelihoods through effective integrated use of their natural resource capital by conservation of biodiversity in affected areas</p>

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended).
Digital Opportunity Task (DOT) Force	People and local communities, enterprises (especially SMEs) and governments should all benefit significantly from the implementation of the Genoa Action Plan.	Intended : better connectivity and access to the basic tools of an information-intensive society. Mostly unintended : higher level of mutual understanding at the international level (including among various components of civil society); greater support for the process of globalization, the roles of governments and those of multilateral organizations.
Energy Sector Management Assistance	The intermediate beneficiaries come in many shapes and sizes: government policy makers and planners, utility officials, administrators in bilateral aid programs, consultants and consulting firms, academics, and World Bank staff. The ultimate beneficiaries are primarily poor energy consumers in developing countries who consume dirty energy inefficiently and spend up to 20% of their income on meeting their energy needs – if they have access to modern energy at all.	Primarily knowledge that helps define choices. The beneficiaries receive quality, unbiased and relevant advice based on emerging global best practice on what technical, economic and institutional options are best able to meet their energy needs while minimizing impacts on the natural/social environment and on public financial resources.
Foreign Investment Advisory Service Program	Clients to the FIAS Program are governments, who are the recipients of FIAS's advice. Intermediate beneficiary is the private sector, domestic and foreign. Ultimate beneficiaries are the people of the countries we work in, through the development of the private sector and its contribution to development and poverty alleviation.	Client governments receive recommendations on how to improve the investment climate in their country. Recommendations may address policy issues, the legal and regulatory framework for PSD, and institutional capacity building. The implementing of such recommendations by governments is likely contribute to the stimulation of the economy. The process adopted by FIAS in conducting its advisory work, including presenting its findings and recommendations, has led to the encouragement of a dialogue between the private sector and governments.
Water and Sanitation Program	The ultimate beneficiaries of our activities are poor people living in developing countries and lacking adequate access to safe and affordable water and sanitation services.	Increased access to safe water and sanitation is the primary benefit we deliver, but this is not achieved through direct investments and construction, rather through support and development of suitable legal, regulatory, policy and implementation practices in client countries. IN addition our intermediate (and some of our ultimate) clients also gain access to an international body of experience on sector reform and development issues . This benefit flows both ways; may of our clients have become strong advocates for sector reform and new ideas both in their own countries and in a wider international arena.
Global Development Learning Network	Decision makers across the developing world who will have inexpensive and regular access to a global network of peers, experts and practitioners with whom they may share ideas and experience that will help them in their work.	Provision of cost-effective interactive learning activities throughout the developing world, by reaching across geographic borders, time zones, and language barriers. Improved decision making through interactive learning that is based on real-life experience shared by experts, practitioners, and decision-makers. Facilitated regular exchanges among practitioners and experts across countries and regions, in a way hitherto restricted by the need for extensive travel and costs. Delivery of cutting-edge knowledge to the development community on current issues, in real time, through virtual face-to-face events and activities

Program Name	Intended beneficiaries (intermediate and ultimate)	Principal benefits (intended and unintended).
Global Knowledge Partnership	Given the membership of the GKP, the beneficiaries are those stakeholders and practitioners in knowledge for development.	GKP members build their own and others' capacity to effectively develop, share and apply knowledge, including the capacity to develop appropriate policy and regulatory frameworks for knowledge societies. Members reach a broad audience through multi-directional information exchange activities and build communities of practice on specific knowledge for development issues. As a Partnership, GKP plays an advocacy role on behalf of its members, in international and multi-lateral by bringing the voices of its diverse membership to the discussion on knowledge for development and bridging the digital divide.

Annex K. Risk Assessment and Approval Process for Private Sector Partnerships

The Business Partnership and Outreach Group in the Private Sector Development and Infrastructure Vice-Presidency provided advice to the World Bank Group with respect to engaging in partnerships with private sector entities at the global, regional, and national levels. The Group had produced two brochures on risks and risk management:

- Business Partnership: Risk Assessment, Mitigation and Management, Briefing Note No. 4, November 2000
- Partnerships with the Private Sector: Assessment and Approval, August 2001.

The Bank's Management has now endorsed, for all new private sector partnerships, the risk assessment and approval process that is contained in the August 2001 brochure and integrated this into the Partnership Approval and Tracking System (PATs) along with three other business processes—the initiating concept note for seeking MD approval, the DGF application process, and the initiating brief for trust funds. The PSI Network provides this assessment and approval process for new private sector partnerships for the Bank as a whole, like the ESSD Network coordinates the implementation of the Safeguards Policy for the Bank.

The August 2001 brochure identifies four major risks to the Bank of engaging in partnerships with the private sector:

- **Reputational risks:** Selecting an inappropriate private sector partner or partnership activity
- **Conflict of interest risks:** Entailing a conflict of interest between the private partner's involvement in upstream policy advisory or project/program design work and subsequent intention to be involved in linked downstream work, be it in the form of further consultant services or provision of goods and services
- **Unfair advantage risks:** Conferring unfair advantage on a single company (e.g. co-hosting a conference and then allowing them to use the Bank's name in a manner that implies an endorsement of, or preference for, the company's products or services).
- **Governance risks:** Designing the partnership's governance structure or processes in a way which is unlikely to deliver the desired outcomes, or which may do so with prohibitively high transactions costs

The November 2000 brochure had identified two other risks associated with private sector partnerships that were included in OED's survey of the task managers of global programs:

- **Dilution of World Bank Group's convening power:** A reduction in external entities' willingness to participate in activities convened by Bank Group staff
- **Diverting World Bank Group's resources to non-priority areas:** The additional transactions costs of the partnership outweigh the additional outcomes generated by the partnership for countries/communities

The August 2001 represents a second iteration of the assessment and approval process for private sector partnerships in terms of what is practical. Drawing upon their experience since November 2000, the Business Partnership Group has concluded that it was impractical to assess the latter two risks in a rigorous way.

Annex L. DGF Governance and Management Framework

DGF was established by the Board in August 1997 to consolidate the management of existing arrangements for grant making under a single umbrella and to ensure that the use of Bank grant resources is closely aligned with sector and Bank-wide priorities. To enable Bank to prioritize the allocations, grants from the IBRD administrative budget are normally channeled through the DGF. Only in special cases, like the Development Marketplace or the Research Support Budget, other parts of the administrative budget extend grants. DGF grants, according to OP 8.45, are to be used only to support activities that meet the Bank's overall grant-making objectives (listed below) and that are consistent with Bank's institutional and sector priorities. DGF grants must also substantially meet the eight DGF eligibility criteria that are listed below.

1. Objectives of Grant Making

According to OP 8.45 grants are an integral part of the Bank's development work and an important complement to its lending and advisory services. The Bank's main objectives in extending grants are:

- To encourage innovation
- Catalyze partnerships
- Broaden the scope of Bank services.

2. DGF Eligibility Criteria

The OP 8.45 clarifies the framework for Bank grant making through the Development Grant Facility. It enlists the following Board-approved eligibility criteria for DGF to achieve the objectives of grant-supported activities:

- The program contributes to furthering the Bank's development and resource mobilization objectives in fields basic to its operations, but it **does not compete with or substitute for regular Bank instruments**.
- The Bank has a distinct **comparative advantage** in being associated with the grant program; it does not replicate the role of other donors.
- The program encompasses **multi-country benefits** or activities that it would not be appropriate to undertake at the country level.
- The Bank's presence provides **significant leverage** for generating financial support from other donors. Any single grant to a recipient should generally **not exceed 15 percent** of expected funding over the life of Bank funding to a given program, or over the rolling 3-year plan period, whichever is shorter.
- The grant is normally given to an institution with **a record of achievement** in the program area and **financial probity**.
- The management of the recipient institution has an **arm's length relationship** with the Bank's regular programs.
- Grant programs are expected to incorporate an explicit disengagement strategy.
- Programs and activities financed should **promote and reinforce** partnerships with key development partners.

3. DGF Governance and Management

Under the Bank's grant making governance structure, a prioritization process has been put in place consisting of the Sector Boards, Bank networks, the DGF Council and the Bank's management

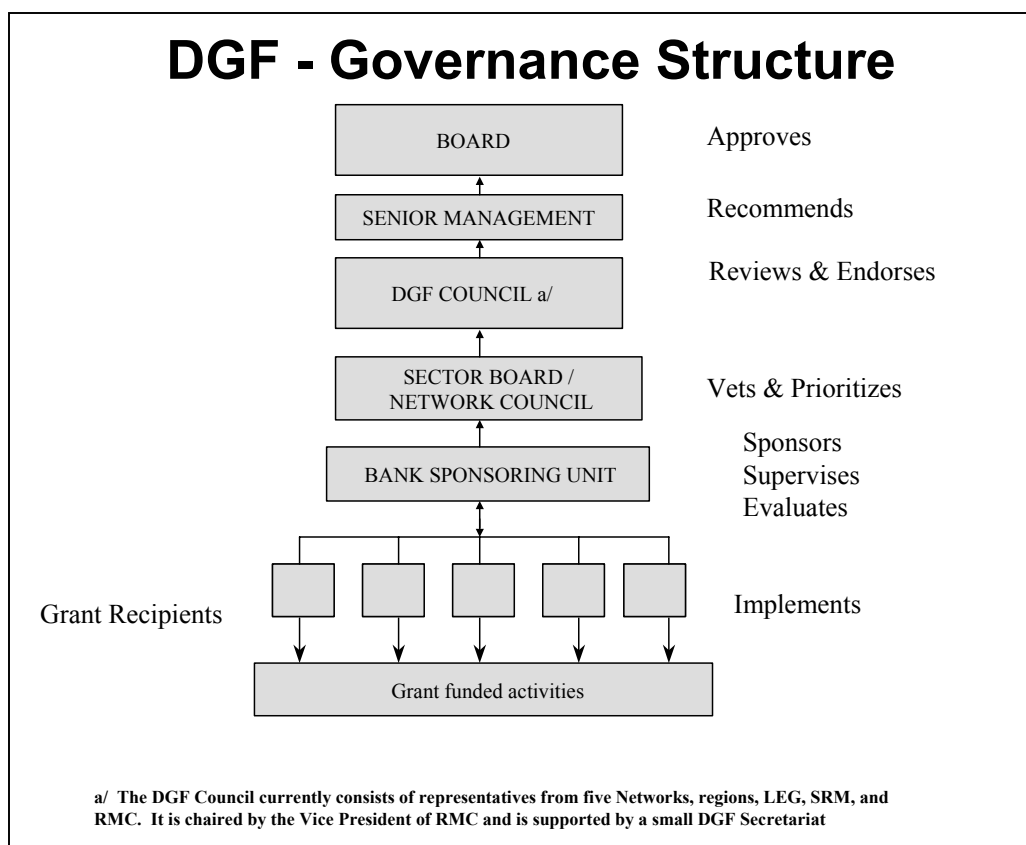
committee. Each year the Development Grant Facility (DGF) Council and Secretariat are responsible in setting the parameters and a timetable for receiving and reviewing DGF grant applications for the following fiscal year. Each proposed DGF program is sponsored by a Bank unit and is under the direct responsibility of an individual Bank program manager. The **program manager** is responsible for preparing the grant application, having it cleared with the manager of the sponsoring Bank unit and then submitting it to the relevant Sector Board head. The **Sector Board** is responsible for reviewing the proposals received, endorsing them as appropriate, and ranking them in terms of priority for funding against the sector strategies. The **Network Council** is responsible for reviewing the Sector Board submission and adjusting them appropriately to reflect the Network priorities before forwarding the submissions to the DGF Secretariat for consideration by the DGF Council.

The **DGF Council**²⁵ is responsible for reviewing programs from an institutional perspective and ensuring that these comply with DGF eligibility criteria, objectives in grant making and Bank wide priorities for regional and global initiatives. The DGF Council may recommend shifts across networks to reflect institution-wide priorities. The DGF Council is also responsible for recommending allocations to senior Bank management for consideration by the Bank's Board under annual DGF budgets. In the partnership oversight process, the Managing Directors are expected to review all new major partnership initiatives undertaken within the Bank. The Bank's Board is responsible in providing the overall strategic direction to the DGF and approving the DGF budget each year.

The DGF **prioritization process** consists of the following reviews and approvals:

- Initial Managing Directors Review
 - MDs' approval of new global programs at the early conceptual stage
 - Authorizes the responsible VPU to mobilize resources for the program, including potentially from the DGF
- Application Process
 - Sponsoring Bank staff prepares application
 - Most proposals are to be implemented by outside agencies
- Sector Board Review
 - Vets against quality
 - Ranks against sector priorities
- Network Clearance
 - Adjusts Sector Board submissions to reflect Network priorities
- DGF Endorsement
 - DGF Council reviews proposals against:
 - DGF criteria
 - Objectives in grant-making and
 - Bank-wide priorities for global and regional initiatives
 - Proposes grant allocations within constraint of DGF budget envelope
- Senior Management Recommendation
 - Recommends annual DGF budget to Board
- Board Approval
 - Board approves budget and sets overall policy direction
 - Board has delegated limited authority to Management to reallocate funds

25. The DGF Council consists of representatives from all Bank Networks, three Regions (on a rotating basis), Strategy and Resource Management, Resource Mobilization and Cofinancing, and the Legal Department.



4. Process of Independent Evaluation, Financial Reporting and Grant Completion Reports

Independent Evaluations. All DGF programs receiving over US\$300,000 annually from the DGF are required to have an arrangement for regular and independent evaluations. According to BP 8.45, the program manager, besides being responsible for supervision of implementation and obtaining and reviewing all relevant global program reports is also responsible for ensuring that an appropriate level of independent evaluation is provided.

Financial Reporting. The task manager of the Bank sponsoring unit normally makes disbursement requests to the DGF Secretariat on behalf of the recipient. The DGF grants are normally executed by recipients that have a record of achievement and demonstrated financial probity.²⁶ According to BP 8.45, the “grant recipients are required to exercise the same care in the administration of the grant as they exercise in the administration of their own funds, having due regard to economy, efficiency, and the need to uphold the highest standards of integrity, including the prevention of fraud and corruption, in the administration of public funds”.

Furthermore, the recipient organization is responsible for implementing the activities of the program and preparing all reports specified in the Grant Letter of Agreement, including an annual statement of account showing the use of grant funds, audited annual financial statements, and a report

26. As outlined in BP8.45, in some special cases, the DGF may disburse funds to a program housed within the Bank (i.e. without a Grant Letter of Agreement) if the program (a) has its own secretariat in the Bank funded directly by the DGF, or (b) is responsible for making numerous subgrants and obtaining clearance of Grant Letters of Agreement from LEG (examples include the Institutional Development Fund, Post-Conflict Fund, InfoDev, and Small Grants Program); or (c) the program is covered by a multilateral agreement. In a few exceptional cases approved by the Executive Directors (e.g., Institutional Development Fund, Post-Conflict Fund), grants may be disbursed into trust funds administered by the Bank.

summarizing activities and results. The Bank task manager and the program manager are responsible for supervising implementation and obtaining and reviewing all relevant program reports, including timely financial reporting and appropriate use of DGF funds by grant recipients. For external Bank global programs, the DGF requires that the task manager forward an audited financial statement along with a Progress Report on the program for review with the annual application for funding.

The **Grant Completion Report** of the global program is expected to describe the extent to which program objectives were met and activities completed, assessing the program's development impact, identifying problems in the program's execution, and providing lessons learned.²⁷ Overall, these reports are expected to be one way for the Bank management and the Board to determine the effectiveness of the use of grant funds and the "lessons learnt" from these programs to further refine the budget allocation and prioritization process.

According to the BP 8.45, the program manager is responsible, if the DGF's funding for the program is ending, for preparing a Grant Completion Report within six months after the closing date of the final Grant Letter of Agreement, clearing it with the manager of the Bank sponsoring unit, and forwarding it to the DGF Secretariat. Even for external global programs, the program manager, by signing the Letter of Grant Agreement, agrees to submitting to the Bank, a report "summarizing the activities financed by the Grant and assessing the results achieved by the activities compared to their objectives" within six months from the end of the grant period. The DGF Secretariat is responsible for reviewing and reporting on the Grant Completion Reports in the DGF's Annual Review submission to the Board.

27. A model grant completion report is available to the Bank staff. The Grant Completion Report also needs to include the audited financial statements of the program and any independent or recipient-prepared evaluation reports

Annex M. Trust Fund Governance and Management Framework

Purpose of Trust Funds

A Trust Fund (TF) is a financial and administrative arrangement between the Bank and an external donor under which the donor entrusts funds to the Bank to finance a specific development-related activity. Trust funds are of several types (Box M.1) including those for Global and Regional Programs (See Framework below). The Bank's operational policies and procedures for trust funds are spelled out in OP 14.40 and BP 14.40 (issued in February 1997), which are reviewed from time to time to ensure their continued effectiveness in contributing to the Bank's development objectives. A review of the policies is currently in progress and the OP may be revised soon. By participating in the trust fund, the Bank aims:

- to assist its member countries by increasing **flow of resources** for development; and
- to support its own **operational and research** programs.

The Bank's policy requirements in accepting administration of a trust fund, as laid down in OP 14.40, are:

- The Bank accepts only trust funds that support activities not traditionally financed under the Bank's administrative budget and those do not create a **conflict of interest**.
- Activities under trust funds are part of a unit's work program and **complement, expand and enhance Bank policies** and programs, including non-lending services.
- The Bank accepts only trust funds that it can administer under cost effective arrangements.
- The trust funds must be of a minimum size, the amount of which (currently \$200,000) is determined from time to time and provide **untied funds**, except for Consultant Trust Funds (CTFs), which have some special features.
- As a principle, the Bank advocates **open global competition** and does not accept tied funds or procurement under trust funds except in some special circumstances e.g. CTFs.
- The Bank may accept a trust fund from the **private sector**, provided that (a) the Bank retains decision-making authority over the use of funds; (b) the funds advance recipient country interests and Bank's policy and institutional objectives; and (c) no special advantages or benefits accrue to the donor.

Each trust fund is governed by a **TF Administration Agreement** between the Bank and the donor. The trust fund financed activity may be executed by the recipient country where the Bank passes on resources to intended beneficiary according to the terms and conditions of a Trust Fund Grant Agreement between the Bank and the recipient. The Bank recovers its costs to manage and administer a trust fund taking into account the direct benefit to the Bank from such funding.²⁸ The Bank exercises the same care in the discharge of its agreed functions under the trust funds as it does in respect to its own affairs.

28. The managing units used to have the prerogative of to waive or negotiate trust funds on a case-by-case basis with the result that the charges varied across different trust funds. This has been eliminated in revised cost recovery arrangement proposed by TFC/RMC on August 16, 2000, whereby a uniform policy has been adopted.

Box M.1. Types of Trust Funds

Global and regional trust funds: These include the Highly Indebted Poor Countries (HIPC) Trust Fund, the Global Environment Facility (GEF), and other umbrella thematic trust funds that are implementing international agreements and multilateral initiatives. Most global programs derive their financial support from this type of trust funds. Most are supported by governance or partnership arrangements and have relatively independent management from the Bank.

WBI trust funds: These are multi-year programmatic trust funds supporting programs and activities in 15 thematic areas. Managed by WBI, these only provide trust fund resources to programs such as World Links for Development that have a Bank budget base of support.

Single-donor programmatic trust funds: These trust funds are usually established for agreed-upon thematic or operational priorities and have a vetting mechanism with the Bank to propose priority activities to be funded. The four largest are the Japan's Policy and Human Resources Development (PHRD) fund, the Japan Social Development Fund (JSDF), the Bank-Netherlands Partnership Program (BNPP) and Norway's Environment and Social Development Fund (NESD).

Consultant trust funds: These funds involve largely tied funds (to consultants associated with the donor country) and relatively small allocations. These can be accessed by any Bank unit (including global programs managed inside the Bank) provided that their use meets the specific conditions associated with the fund.

Single-purpose country-focused and sector/thematic trust funds: These are stand-alone, non-programmatic funds, which finance activities pre-specified by donors in agreement with the Bank.

Trust Fund Governance Structure

The Resource Mobilization and Co-financing Vice Presidency (RMC) serves as the **focal point** in the Bank for mobilization of external funds and is accountable at the institutional level for relationships with official bilateral agencies and other multilateral development banks and multilateral agencies. It develops trust fund programs in consultation with donors, identifies common development objectives between the Bank and the donor community, negotiates major new programs, advises on restructuring of new trust fund programs and coordinates clearance by central units including Controller's and Legal. **RMC formulates trust fund policies**, carries out evaluation and overall reporting and maintains relationships with official agencies and institutional level relationship with multilevel development banks and agencies. It also manages the **Development Grant Facility**, a vehicle for Bank-funded grants to global and regional programs, some of which also receive external contributions through trust funds. A **Partnership Council** located in RMC facilitates knowledge sharing and rationalization of contacts with key external partners. Established in May 1999, the Council is composed of a representative sample of Network, Central and Regional VPs and is chaired by an MD. It provides the Board with an overview of trends and issues in partnership.

Within the **network vice presidencies**, co-financing coordinators and funding coordinators, similar to the regional vice presidencies, provide guidance on trust fund management that is network-specific. These coordinating mechanisms at the regional and the network levels are aimed at ensuring that there is no disconnect or mismatch between the functional responsibilities of the two in participating in trust funds and then implementing them. The trust fund **managing units** in the vice presidencies are responsible for:

- Planning and budgeting trust funds;
- Identifying possible sources of financing in consultation with the regional/departmental cofinancing coordinators and TFC, and obtaining funds

- Applying internal controls to ensure compliance with OP/BP 14.40 and TFC/donor guidelines;
- Supervision, procurement, disbursement, and external and internal reporting;
- Monitoring trust fund portfolio and funds status, ensuring compliance with trust fund objectives and requirements and monitoring output delivery and quality of outputs; and
- Evaluation of trust funds and cooperation with OED and RMC in reviewing the programs.

Trust Fund Reforms – Proposals for Change

The rapidly expanding and diversified trust fund portfolio of the Bank has made it increasingly difficult to achieve the full potential development impact and partnership value of these funds under the existing policies and procedures. Recent reviews and audits of Bank-executed trust funds have indicated a clear need to address the challenges arising from the current complexity and diversity of trust fund arrangements, both by strengthening controls and improving the standard of care of trust funds, and also by undertaking more fundamental structural reforms. The reforms being pursued are discussed below.

Objectives:

- Streamlining business processes for **single-purpose** (country focused/sector-thematic) Trust Funds.
- Refinement to the existing **single-donor** programmatic trust funds by simplifying management arrangements and providing additional flexibility to the Bank.
- Structural **reorganization in trust fund administration** to respond to the needs of a growing trust fund portfolio.

Action Plan

Dialogue between the Bank management and the Board on one hand and between the Bank management and the donors on the other, is currently underway to set strategic directions in the main areas of Mainstreaming the trust funds, Simplifying programmatic trust funds, Administrative Reforms and Risk Management. The actions being considered under institutional reforms discussed below aim at strengthening the Bank's role as a trustee of the donor funding for GPPs, by improving selectivity, introducing transparency, ensuring cost effectiveness and above all improving it credibility amongst the donor community and the recipients of the GPP benefits. These would also ensure meeting the global objectives of the Bank and leveraging its involvement in the various programs where it is involved by additional donor funding.

Policy Reforms:²⁹

Reviews by the Bank of the **single purpose trust funds** have shown that:

- Although screening procedures require reference to existing CASs and business plans, the current processes do not facilitate meaningful comparison or prioritization across different proposals coming at different times of the year. Selectivity/Relevance and Efficacy are thus substantial issues.

29. Consultant trust funds (CTF) are not covered in this review.

- While information on donor funding interests is not widely known to managers and task team leaders in the Bank, the donors also suffer from a lack of systematic information on all funding needs in their areas of interest.
- Identification of activities of potential interests to donors is not well coordinated.
- Feedback to the donors during implementation is neither standardized nor closely monitored.

For **single purpose trust funds**, a proposal to standardize business processes for new contributions, which will be subject to improved vetting and prioritization procedures, is under consideration by the Bank. Existing administration agreements would not be renegotiated and on-going activities would continue to completion.

For **programmatic trust funds**, the donors allocate funds on a yearly basis, which would be available for specified development priorities, allowing central or sectoral program managers to invite proposals consistent with those priorities. Periodic screening and prioritization then follow by central units and Network/Regional VPUs for donor approval. Although these trust funds have transparent selectivity and adequate monitoring, further refinements are needed to simplify arrangements and provide additional flexibility to the Bank in using these trust funds. The key features of reforms³⁰ to the programmatic trust funds are:

- Multi-annual commitments with annual contributions, tied to an annual consultation process.
- Standardized vetting procedures and schedules to ensure alignment with Bank and donor strategic priorities as well as incorporation in business planning
- Designated focal points
- Central administration of the program by RMC
- Cost efficiencies.

Institutional Reforms

Bank is also introducing institutional changes for implementing reforms within its trust fund administration.³¹ A committee including vice presidents and managers of the units responsible for trust funds called the **Trust Fund Action Committee (TFAC)** would coordinate the progress of the reforms and oversee the implementation of the Trust Fund Action Plan. The management of trust funds is now being organized around four pillars: Strategy and donor relations, trust fund operations, accounting, and quality assurance and compliance (as discussed above).

A **Strategy and Donor Relation (TFS)** unit in the RMC vice presidency will focus on strategy, partnership and resource mobilization. This unit will develop a strategy for the mobilization of trust fund resources and be responsible for managing donor relations to ensure the strategic alignment of trust funds with Bank's development agenda and will serve as the key **focal point**, on behalf of RMC, for the Bank with the donor community on matters of policy, strategy and programs.

A **Trust Fund Operations (TFO)** department will develop internal policies and business processes for the Bank's use of trust funds. This department will provide centralized support and training to trust fund users and managers; it will manage the selected programmatic trust fund programs and will also develop risk management strategies for trust funds across the Bank; and it will manage and

30. The proposed reforms would be carried out led by RMCVP and the Trust Fund Action Committee (TFAC) in conjunction with the OVPs. TFAC is chaired at the MD level and consists of the Controller, the Auditor General and senior managers from RMC, OPCS, CRM, LEG and DII.

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analyze trust fund information, provide periodic operational reports and briefings and responses to requests for information on trust fund usage.

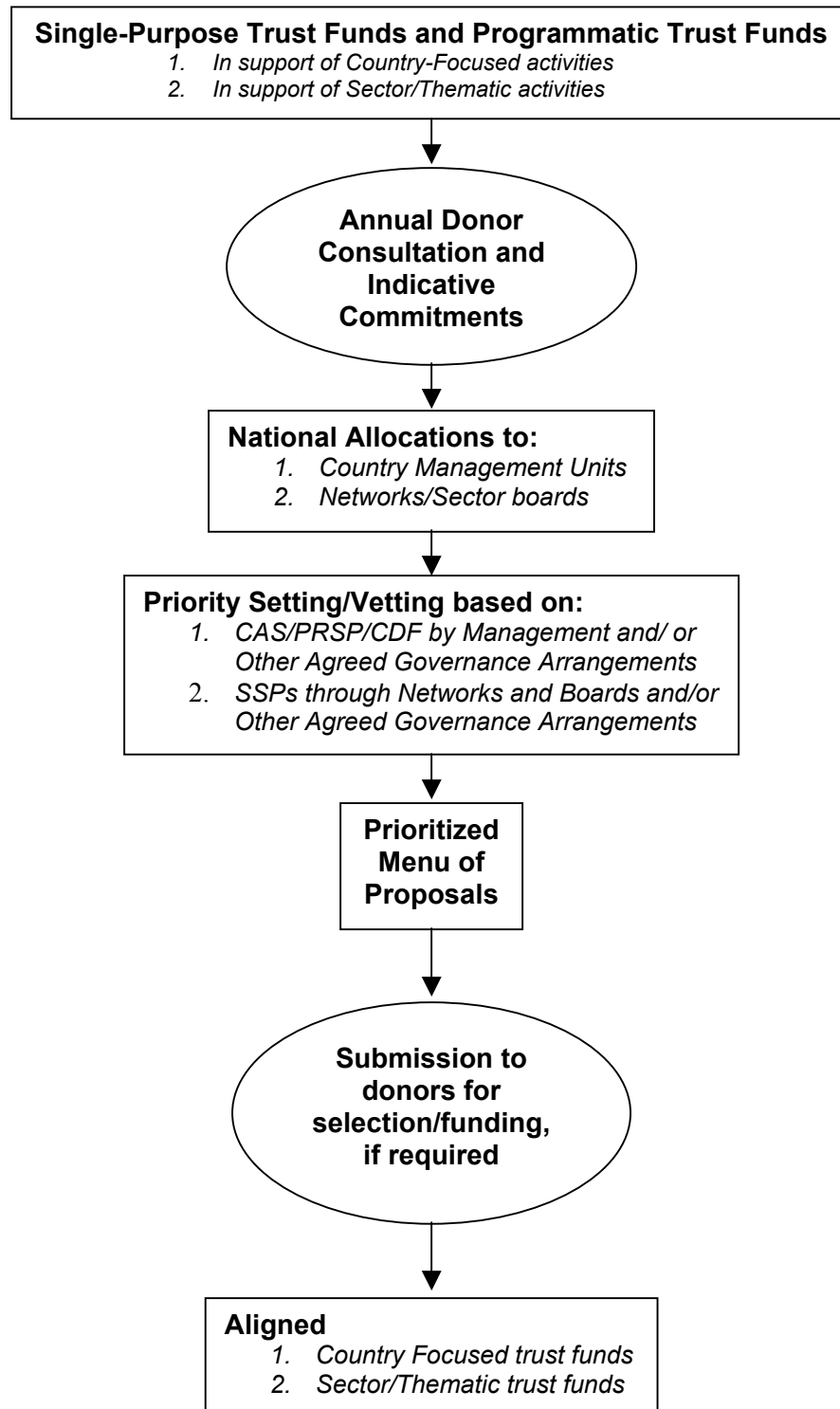
A **Trust Fund Accounting (ACTTF)** unit in the Controllers' Vice Presidency is responsible for formulating and overseeing trust fund financial, accounting and administrative policies.

In October 2001, Bank constituted a Trust Fund Quality Assurance and Compliance Unit (TQC), which is charged **with an annual portfolio review of the Bank's trust fund** activities. The unit will ensure quality control for trust fund operations and will advise senior management on controls, compliance, process, and risk issues related to trust fund operations. The initial findings of the unit are:

- trust fund management needs to be integrated into the overall management and control structure of the Bank, with mandatory training for all those who are involved in trust fund management. *(A framework for trust fund learning and certification program has already been prepared by RMC and actions are underway to implement training program for the concerned staff.)*
- The issues of **lack of accountability** and consequences of the **mismanagement of trust funds** need to be addressed.
- The basic trust fund systems and processes need to be **simplified** and made **user friendly**.

A schematic presentation of trust fund reforms is presented in Attachment 1. The on-going GPP review will evaluate the impact of the proposed reforms in the **case studies** it has undertaken.

Attachment 1: Trust Fund Reforms—A Schematic



Annex N. The GPG Fund

At a meeting on April 25, 2001, the Management Committee approved the establishment of a global public goods (GPG) Fund of \$7.5 million for FY02 to provide additional incentives for work, primarily at the regional and country levels, on the five GPG priority areas defined in the Strategic Directions Paper.

At a subsequent meeting on July 25, 2001, the Management Committee approved 9 out of 15 proposals received according to the following criteria:

- Alignment of the proposal to GPG priorities (and only in exceptional cases) to Corporate Advocacy priorities.
- Designed truly as an incentive to regional and country program action in the specified GPG area, with clearly stated objectives, deliverables, and monitorable indicators
- Strong links to front-line work in Regions
- Substantial commitment from Regions and Networks to match GPG Fund resources from their own budgets
- No presumption of continued funding in FY03, and therefore sufficient value added and demonstration effect to justify corporate support even in the absence of continued funding for FY03.

The table below presents the nine successful proposals, project objectives and key deliverables, amounts requested and approved, and the reasons and conditions for approval. All but one of the successful proposals was a GPG priority, while the other—on mainstreaming gender consideration into ESW, lending, PRSPs, and CASs—was a Corporate Advocacy priority. All but one of the successful proposals is being managed by the network VPs. The six proposals that were not approved for GPG funding include: (1) ICT for Education (request for \$836,000); (2) Trade and Rural Development (\$900,000); (3) Social Protection SSP Implementation (\$775,000); (4) Global Fund for Participation of the Poor (\$1 million); (5) Social Development Strategy (\$499,000); and (6) Operational Policy Harmonization among International Agencies (\$285,000).

The GPG Fund is not generally intended to be an additional source of funds for global programs, since there is no requirement that resources provided by the GPG Fund be used for partnerships activities, whether global programs or institutional partnerships. Three out of the nine initiatives funded by the GPG Fund in FY02 were for global programs, and for three new programs in every case—the Program on Forests (PROFOR II), the Integrated Framework for Trade, and a Natural Gas Flaring Reduction Initiative. Rather the GPG Fund is intended to provide additional resources primarily for the Bank's networks to mainstream global concerns into regional and country operations.

Nor does GPG funding substitute for DGF funding, since DGF grants are generally intended for partnership activities with shared governance arrangements that are managed at arm's length from the Bank. GPG funding, on the other hand, can be utilized for Bank staff time and travel costs.

Table. Global Public Goods Fund: Allocations for FY02

Network/ Sector	Project Objective	Key Deliverables	Amount requested (\$ thousand)	Lever- age ratio /1	Amount approved (\$ thousand)	Reasons and Conditions for Approval
ESSD	Environment	Environmental mainstreaming in country ESW, lending and PRSPs; Strategic Environmental Assessments in key sectors.	1,600	150%	1,600	It is a GPG. Pre-approved by the Management Committee on 4/25; clear indicators; tightly linked with Environment SSP already discussed by the Board.
ESSD	Forests	Basic forest sector evaluations for 15 countries.	445	N.A.	350	It is a GPG. Clear deliverables; strong link to front-line operations; consistent with strong support for Forest ESW during the ongoing discussions on the Forest SSP. Need for clarification on leverage level.
ESSD	Water	Six country water resource management strategies, and country workshops to discuss outcomes with stakeholders.	420	25-100%	300	It is a GPG. Clearly-defined deliverables; strong links with front-line operations and with upcoming SSP.
DEC/ PREM	Trade	Knowledge creation and dissemination to address the constraints facing developing countries in successfully integrating into the world economy.	1,640	345%	1,600	It is a GPG. High leverage ratio; inter-unit collaboration; strong link to front-line operations. (Improved precision of indicators of progress and success and mainstreaming strategy will be sought.)
PREM	Gender	Mainstreaming gender considerations into ESW, lending, PRSPs and CASs, and building capacity.	600	900%	600	Not a GPG priority, but has been granted an exception to the GPG rule by 4/25 Management Committee decision. Clear indicators and tight linkage to Gender SSP and front-line operations.
HDN	Reducing communicable diseases	Knowledge creation and dissemination, project preparation and supervision, regional strategies	2,000	295 %	1,600	It is a GPG. Very clearly defined deliverables; strong link to front-line operations.
PSI/Oil, Gas, and Chemicals	Gas flaring reduction	Knowledge creation and dissemination, development of standards and financing mechanisms, and identification of pilot projects, creation of framework for international action;	825	232 %	600	It is a GPG. High quality proposal with clearly defined deliverables but, in the initial phase, somewhat limited front-line focus.
PSI/GICT	Improving delivery of information and communication technology services	TA, task manager toolkit, knowledge creation and dissemination;	1, 010	57 %	600	It is a GPG. Clearly defined deliverables; good front-line focus, but not a very clear exit strategy.
MNA/PSI	Develop country owned strategies for creating an enabling environment for a knowledge based economy in MNA	Knowledge creation and dissemination, identification of priorities, development of national strategies and action plans;	300	83 %	250	It is a GPG. Clearly defined deliverables; very strong front-line focus.
			Total: 8,840		Total: 7,500	

/1 Ratio of other funding / GPG incentive funding

Annex O. Recent and Scheduled Evaluations of Global Programs

	Program started (Fiscal year)	Past and Ongoing Evaluations			Future evaluations scheduled
		Date completed/ expected	Commissioned by	Conducted by	
DGF-SUPPORTED PROGRAMS					
ESSD Network					
<i>Environment</i>					
Critical Ecosystem Partnership Fund	2000				FY03
Forest Alliance for Conservation and Sustainable Use	1999	FY02			
Global Mechanism to Combat Desertification	2001				FY03
<i>Rural Development</i>					
Consultative Group for International Agricultural Research (CGIAR)	1972	Oct 1998	CGIAR	Team led by Maurice Strong	Third System Review of the CGIAR
Global Water Partnership	1996	Dec 1998	SIDA	Selçuk Özgediz and Björn Axelsson	Report of the Management Advisory Review of the Global Water Partnership
World Commission on Dams	1998	2001		World Resources Institute, Lokayan, and Lawyers' Environmental Action Team	A Watershed in Global Governance? An Independent Assessment of the WCD
<i>Social Development</i>					
Small Grants Program		June 2001	World Bank	Chemonics International Inc.	World Bank Small Grants Program Evaluation, FY 1998-2000, internal document
Post-Conflict Fund	1998	FY02			FY03
FSE Network					
The Toronto International Leadership Center for Financial Sector Supervision	1999	May 2001	Toronto Center	Price Waterhouse Coopers	The Toronto Leadership Center's Development Program Evaluation

	Program started (Fiscal year)	Past and Ongoing Evaluations			Future evaluations scheduled
		Date completed/expected	Commissioned by	Conducted by	
Facility for Financial Sector Strengthening	FY02				FY03
HDN Network					
<i>Education</i>					
The Partnership for Child Development					
UNESCO Institute for Statistics					
Trends in Mathematics and Science Achievement Around the World					
World Links	1998	FY02 FY02	World Links for Development Organization	SRI International	World Links for Development: Accomplishments and Challenges (Monitoring and Evaluation Annual Report 1999-2000)
<i>Health, Nutrition & Population</i>					
Global Forum for Health Research	1998	FY02			
Global Micronutrient Initiative (GMI)	FY92	FY01		Mestor Associates, Canada	The Micronutrient Initiative-Evaluation of Programs and Operations (1992-2000)
Population and Reproductive Health Capacity Building (PRH)	1998	FY01		Anthony R. Measham (former Bank Staff)	Evaluation of the Population and Reproductive Health Capacity Building Program, internal document
Roll Back Malaria	1999	FY03			
Special Programme for Research and Training in Tropical Diseases (TDR)	1975	1998	TDR Joint Coordinating Board	Team led by H. Wigzell	Third External Review of the UNDP/World Bank/WHO Special Programme for Research and Training in Tropical Diseases (TDR)
Special Programme of Research, Development & Research Training in Human Reproduction (HRP)	1988	FY02			

	Program started (Fiscal year)	Past and Ongoing Evaluations			Future evaluations scheduled
		Date completed/ expected	Committed by	Conducted by	
Stop TB	1999	FY02			
UNAIDS	1996	FY02			
PREM Network					
Partnerships in Statistics for the 21 st Century (PARIS-21)	2001	FY03			
Integrated Framework for Trade	1997	June 2000	Integrated Framework Inter-Agency Working Group	Team Led by Sarath Rajapathirana	Review of the Integrated Framework for Technical Assistance for Trade Development of Least Developed Countries, internal document
Global Development Network (GDN)	1998				FY04
Forging Partnerships for Good Governance in Public Expenditure and Records Management	2002				FY04
PSI Network					
Business Partners for Development	1998	FY02			
Information for Development (InfoDev)	1995	1998	World Bank	Team led by Ernest J. Wilson, III	Final Report of the External Review Team on InfoDev, internal document
Solar Development Group	2000	FY02			FY02
Consultative Group to Assist the Poorest (CGAP)	1995	1998			FY02
Public Private Infrastructure Advisory Facility (PPIAF)	2000				FY02
The Cities Alliance	2001				FY03

	Program started (Fiscal year)	Past and Ongoing Evaluations			Future evaluations scheduled	
		Date completed/expected	Commissioned by	Conducted by		Title
NON-DGF PROGRAMS						
ESSD Network						
<i>Environment</i>						
Global Environment Facility	1991	Nov 2001	GEF Council	Leif Christoffersen	Second Overall Performance Study of the GEF	FY06
<i>Rural Development</i>						
Global Integrated Pest Management Facility	1996	June 2001		Team led by Janice Jiggins	Mid-Term Review of the Global IPM Facility	
<i>Social Development</i>						
International Forum on Capacity Building	1998	June 2001	World Bank and Inter-Action (an association of US NGO's)	Team led by Jette Jensen	Review of the International Forum on Capacity Building: A Multistakeholder Initiative for Capacity Building, internal document	
PSI Network						
Energy Sector Management Assistance Program (ESMAP)	1982	June 2000	World Bank's Energy Sector Board	Guy Caruso, Aneek Brew-Hammond, Also Fabris, Rakesh Kacker, Eric Sornsen and Negda Jahanshahi	Donor-Funded Energy Programs – Final Report of the External Review, internal document	
Water & Sanitation Program	1978	September 1999	DANIDA		Review of the support for the UNDP – World Bank Regional Water and Sanitation Groups for South Asia and for West Central Africa	
Foreign Investment Advisory Service	1986	Oct 1998	IFC/World Bank	Operations Evaluation Group/Operations Evaluation Department	An evaluation of the Foreign Investment Advisory Service, internal document	

Annex P. Likely Effect of Three Management Options on Global Program Issues

<i>Issues</i>	<i>Bank-wide Committees and Corporate VPs</i>			<i>Sector Boards/ Network Councils/Network VPs</i>			<i>Task Manager</i>			
	<i>Tune Current Frame-work</i>	<i>Create MD Secretariat</i>	<i>Designate Single VPU</i>	<i>Tune Current Frame-work</i>	<i>Create MD Secretariat</i>	<i>Designate Single VPU</i>	<i>Tune Current Frame-work</i>	<i>Create MD Secretariat</i>	<i>Designate Single VPU</i>	
Strategy	Bank-wide global program strategy and mandate for intellectual leadership	➔	➔	⬆	➔	➔	⬆	—	—	—
	Inter-network priority	➔	➔	⬆	➔	➔	⬆	—	—	—
	Performance indicators to link with CASs and SSPs	➔	⬆	⬆	➔	⬆	⬆	—	—	—
	Criteria for resource allocation, budgeting, accounting, auditing	➔	⬆	⬆	➔	⬆	⬆	—	—	—
	Defined risk management policies	➔	⬆	⬆	➔	⬆	⬆	—	—	—
Selectivity	Compliance with Bank-wide standards for priority setting, quality at entry, risk management	➔	⬆	⬆	➔	⬆	⬆	—	—	—
	Quality assurance and enhanced standards	➔	➔	⬆	➔	➔	⬆	—	—	—
	Transparent processes for program phases from identification to evaluation	➔	➔	⬆	➔	➔	⬆	—	—	—
	Clear network accountabilities	➔	⬆	⬆	➔	⬆	⬆	—	—	—
Implementation	Systematic approach for monitoring of program performance and review of ongoing portfolio	➔	⬆	⬆	➔	⬆	⬆	➔	⬆	⬆
	Clear responsibilities for Bank's regions, networks, task managers	➔	⬆	⬆	➔	⬆	⬆	➔	⬆	⬆
	Independent evaluation to justify continued long-term support or mainstreaming of programs	➔	⬆	⬆	➔	⬆	⬆	—	⬆	⬆
	Budgetary resources to fulfill Bank's commitment to partners	➔	⬆	⬆	➔	⬆	⬆	—	⬆	⬆

➔Neutral

➔Positive

⬆Highly Positive

—Not Applicable

Annex Q. DGF Data on Program Approvals and Exits

<i>Approval and Rejection of Network Proposals (FY02)</i>							
<i>Network</i>	<i>Total DGF financing (\$million)</i>	<i>Total No. of DGF programs /1</i>	<i>No. of new DGF programs with MD approval</i>	<i>New DGF approvals that are global programs /2</i>	<i>New non-DGF global programs /3</i>	<i>No. of DGF programs with increased allocations /4</i>	<i>No. of programs rejected by DGF Council /5</i>
ESSD	68.26	9	3	3	0	1	6
HD	30.44	18	4	4	1	4	2
OPCS	18.88	3	3	0	0	0	0
PREM	37.98	7	3	2	0	3	1
PSI	19.41	9	1	1	0	0	3
FSE	0.5	1	1	1	0	0	0
TOTAL	175.47	47	15	11	1	8	12

1/ Bank Networks recommended 70 proposals (totaling \$194 million) for DGF support. DGF Council rejected 12 proposals and there was a net reduction of 11 programs due to consolidating 17 programs into 6 programs.

2/ Includes programs that have been consolidated under the umbrella programs.

3/ Lymphatic Filariasis was approved in FY02 and is a US\$20 million trust fund. The major partners include Gates Foundation, WHO, WB, DFID, Merck, GSK etc.

4/ The amount of funds allocated by DGF for program increases in FY02 amounted to US\$4.31 million and those for new programs were US\$4.08 - a total of US\$8.9m were the freed up funds.

5/ The DGF Council rejected 10 applications for new programs and 2 applications for ongoing programs.

Development Grant Facility (DGF) Funds Freed-up from Exiting Programs

<i>Programs</i>	<i>Exits (amounts in \$ million)</i>
FY02	
Global Water Partnership	0.40
Global Micronutrient Initiative	1.20
Business Partners for Development	0.25
Gender and Africa Rural Travel & Transport Program	0.33
Partnership in Statistics	0.50
FY02 Total	2.68
FY03	
UN Convention to Combat Desertification	1.25
Natural Resource Degradation of Arid Lands	0.30
World Resources 2002-2003: Living in Ecosystems	0.15
Poverty & Soc. Welfare Monitoring in Transition Economies	0.10
Support to Autonomia Foundation	0.50
Global Corporate Governance forum	0.50
Provention Consortium	0.33
FY03 Total	3.13
FY04	
Forest Partnerships Program	0.47
Roll Back Malaria	1.50
Stop Tuberculosis Initiative	0.70
Global Forum For Health Research (INDEPTH & Eur.Obs.)	0.93
Program for Education Statistics	1.07
World Links for Development	0.75
Forum for Africa Women Educationalists	0.40
Partnership for Child Development	0.39
Program for the Assessment of Student Achievement	1.62
Solar Development Group	2.00
Public-Private Infrastructure Advisory Facility	2.50
Cities Alliance	1.70
Development Gateway Foundation	1.00
GDN: Education Research Component	0.75
Establishing a MENA Gender and Develop. Network	0.30
Forging Partnerships for Good Governance	0.90
Integrated Framework for Trade	0.50
Global Financial Management Partnership	0.65
Caribbean Regional Technical Assistance Center	0.73
Financial Sector Strengthening Facility	0.50
FY04 Total	19.63

Annex R. Summary Statistics from Questionnaire Administered to Task Managers of Global Programs

Question	Communi- cable diseases	Environ- mental commons	Information & knowledge	Trade & integration	International financial architecture	No. of respon- dents	% response rate
1 In your opinion, please indicate the global public good priority that is most consistent with the program's objectives.	12	10	32	3	7	64	91%
2 In your opinion, please indicate the corporate advocacy priority that is most consistent with the program's objectives.	Empower- ment, security & social inclusion	Investment climate	Public sector governance	Education	Health		
	24	7	10	10	13	64	91%
3 To what degree do the four Development Committee criteria apply to the program?	Very applicable	Applicable	Inapplicable	Very inapplicable			
	48	16	0	0		64	91%
	54	10	0	0		64	91%
	35	26	3	0		64	91%
	47	13	4	0		64	91%

		High	Substantial	Modest	Negligible		
	In your opinion, what comparative advantage does the Bank bring to the program relative to the other partners in the program?						
4	<ul style="list-style-type: none"> Global mandate and reach In-depth country-level knowledge Multi-sectoral capacity Convening power Expertise in country and sector level analysis Mobilizing financial resources 	52	9	2	0	63	90%
		24	32	7	0	63	90%
		30	21	4	1	56	80%
		47	12	2	1	62	89%
		27	30	6	0	63	90%
		36	20	6	1	63	90%
5	<p>To what extent were the six approval criteria for engaging in partnerships addressed at the time when the Bank decided to become involved in the program?</p> <ul style="list-style-type: none"> A clear linkage to the Bank's core institutional objectives and country operational work A strong case for Bank participation based on comparative advantage A clear assessment of the financial/fiduciary and reputational risks to the Bank A thorough analysis of the expected level of Bank resources required A clear understanding of how the program will be implemented and managed, including a time frame and an exit strategy 	Fully addressed	Mostly addressed	Mostly not addressed	Not addressed		
		45	16	3	0	64	91%
		48	15	1	0	64	91%
		30	19	11	4	64	91%
		19	36	8	1	64	91%
		26	29	7	2	64	91%

		20	32	11	1		64	91%
		High	Substantial	Modest	Negligible			
6	<ul style="list-style-type: none"> The development of a communication plan for communicating with and involving key stakeholders 							
	<ul style="list-style-type: none"> In your opinion, to what degree were (are) the beneficiaries involved in the design, implementation, and monitoring and evaluation of the program? 							
	<ul style="list-style-type: none"> Design 	19	14	22	5		60	86%
	<ul style="list-style-type: none"> Implementation 	38	16	4	2		60	86%
	<ul style="list-style-type: none"> Monitoring and evaluation 	22	25	10	2		59	84%
7	<ul style="list-style-type: none"> What degree of each type of risk is associated with the program? 	High	Substantial	Modest	Negligible			
	<ul style="list-style-type: none"> Fiduciary/financial risks 	1	2	20	40		63	90%
	<ul style="list-style-type: none"> Reputational risks 	4	11	30	18		63	90%
	<ul style="list-style-type: none"> Unfair advantage 	0	4	13	41		58	83%
	<ul style="list-style-type: none"> Conflict of interest risks 	1	4	18	39		62	89%
	<ul style="list-style-type: none"> Dilution of the Bank's convening power 	0	0	13	49		62	89%
	<ul style="list-style-type: none"> Diversion of the Bank's resources to non-priority areas 	0	3	9	50		62	89%

Annex S. Summary Statistics from Questionnaire Administered to Task Managers of Bank's Lending Operations

Question	Never heard of the program	Heard of it, but not familiar with it	Somewhat familiar with it	Very familiar with it	No. of respondents	Response rate
1						
To what extent are you familiar with each of the programs in your sector?						
Environment	9.38%	34.38%	25.00%	31.25%	4	16%
Forestry	8.33%	8.33%	29.17%	54.17%	6	40%
Water resources	0.00%	25.00%	50.00%	25.00%	3	14%
Agriculture	37.74%	33.96%	15.09%	13.21%	11	31%
Financial sector	45.45%	9.09%	18.18%	27.27%	3	20%
Education	32.65%	6.12%	38.78%	22.45%	7	39%
Health, nutrition & population	12.70%	20.63%	28.57%	38.10%	7	28%
PREM network	50.00%	36.67%	6.67%	6.67%	6	19%
Communications & information technology	0.00%	18.75%	37.50%	43.75%	4	40%
Energy	26.00%	25.00%	8.33%	41.67%	6	26%
Private sector development	8.33%	50.00%	25.00%	16.67%	4	33%
Micro-finance	0.00%	0.00%	25.00%	75.00%	4	44%
Urban	31.58%	5.26%	26.32%	36.84%	10	56%
Water & sanitation	0.00%	10.00%	0.00%	90.00%	10	50%
2	Yes	No				
Have you used the products or the services of these programs in your country-related activities?						
Environment	28.13%	71.88%			4	16%
Forestry	66.67%	33.33%			6	40%
Water resources	80.00%	20.00%			3	14%
Agriculture	20.00%	80.00%			11	31%
Financial sector	18.18%	81.82%			3	20%
Education	26.53%	73.47%			7	39%
Health, nutrition & population	41.27%	58.73%			7	28%

Question	Yes	No					No. of respondents	Response rate
PREM network	13.33%	86.67%					6	19%
Communications & information technology	37.50%	62.50%					4	40%
Energy	50.00%	50.00%					6	26%
Private sector development	25.00%	75.00%					4	33%
Micro-finance	100%	0%					4	44%
Urban	36.84%	63.16%					10	56%
Water & sanitation	70.00%	30.00%					10	50%
Total							85	31%
3 <i>Have your country-level counterparts shown interest in the products or services of these programs?</i>	Yes	No						
Environment	42.86%	57.14%					4	16%
Forestry	58.33%	41.67%					6	40%
Water resources	20.00%	80.00%					3	14%
Agriculture	38.46%	61.54%					11	31%
Financial sector	45.45%	54.55%					3	20%
Education	30.23%	69.77%					7	39%
Health, nutrition & population	47.62%	52.38%					7	28%
PREM network	6.67%	93.33%					6	19%
Communications & information technology	85.71%	14.29%					4	40%
Energy	55.56%	44.44%					6	26%
Private sector development	33.33%	66.67%					4	33%
Micro-finance	100%	0%					4	44%
Urban	47.37%	52.63%					10	56%
Water & sanitation	70.00%	30.00%					10	50%
Total							85	31%

Question	Yes	No	Don't know	Very useful	Don't know	Not applicable	No. of respondents	Response rate
4								
<i>Are the objectives and activities of each program relevant to your countries' current development priorities (PRSPs or CASS)?</i>								
Environment	56.25%	0.00%	43.75%				4	16%
Forestry	45.83%	16.67%	37.50%				6	40%
Water resources	20.00%	40.00%	40.00%				3	14%
Agriculture	33.33%	3.70%	62.96%				11	31%
Financial sector	58.33%	0.00%	41.67%				3	20%
Education	55.10%	12.24%	32.65%				7	39%
Health, nutrition & population	71.43%	1.59%	26.98%				7	28%
PREM network	33.33%	6.67%	60.00%				6	19%
Communications & information technology	56.25%	0.00%	43.75%				4	40%
Energy	63.64%	9.09%	27.27%				6	26%
Private sector development	33.33%	8.33%	58.33%				4	33%
Micro-finance	100%	0%	0%				4	44%
Urban	47.37%	0.00%	52.63%				10	56%
Water & sanitation	80.00%	20.00%	0%				10	50%
Total							85	31%
5								
<i>Overall, what aspects of the global programs in your sector do you find most useful from the perspective of country operations?</i>								
Establishing global rules and standards in your sector	7.69%	14.10%	28.21%	29.49%	16.67%	1.28%	78	28%
Creating and sharing knowledge on best practices in your sector	3.90%	10.39%	20.78%	45.45%	18.18%	0%	78	28%
Building a global consensus on best practices in your sector	3.80%	11.39%	24.05%	39.24%	20.25%	0%	78	28%
Advocating a specific approach to development in your sector	5.13%	20.51%	29.49%	24.36%	17.95%	0%	78	28%
Developing new products and	6.00%	12.00%	34.00%	26.00%	18.00%	2.00%	78	28%

Question										No. of respondents	Res- ponse rate
technologies in your sector											
Improving access of countries to new products and technologies	6.49%	14.29%	31.17%	27.27%	19.48%	0%			78	28%	
Providing upstream diagnostic and advisory services	6.25%	20.00%	27.50%	27.50%	17.50%	0%			78	28%	
Supporting national-level policy and institutional reforms	10.39%	14.29%	23.38%	32.47%	16.88%	0%			78	28%	
Preparing investment projects in your sector	11.25%	23.75%	26.25%	18.75%	16.25%	0%			78	28%	
Building country-level capacity in your sector	5.26%	17.11%	27.63%	30.26%	17.11%	0%			78	28%	
Financing country-level investments in your sector	20.25%	20.25%	21.52%	15.19%	17.72%	1.27%			78	28%	
Helping to improve Bank operations in your sector	10.39%	19.48%	19.48%	28.57%	18.18%	0%			78	28%	
Improving donor coordination in your sector	17.72%	11.39%	21.52%	25.32%	20.25%	1.27%			78	28%	
Improving community-level participation in your sector	23.38%	15.58%	18.18%	20.78%	18.18%	1.30%			78	28%	

The following are the global programs in each sector.

Environment

- Consultative Group on International Agricultural Research
- Critical Ecosystem Partnership Fund
- Global Mechanism of the UNCCD to Combat Desertification
- International Coral Reef Initiative
- Millennium Ecosystem Assessment
- Prototype Carbon Fund
- Global Environment Facility
- Multilateral Fund for the Implementation of the Montreal Protocol

- Consultative Group on International Agricultural Research
- Collaborative Partnership on Forests
- World Bank/WWF Forest Alliance for Conservation and Sustainable Use
- Forest Trends

Water resources

- Consultative Group on International Agricultural Research
- Global Water Partnership
- GEF/IUCN/WWF/WWF Water Resources Partnership

Forestry

- The World Commission on Dams

Agriculture

- Capacity Building for Trade Policy, Strategy Development, and WTO Negotiations
- Commodity Price Risk Management Project
- Consultative Group on International Agricultural Research
- Global Integrated Pest Management Facility
- The Popular Coalition to Eradicate Hunger and Poverty

Financial sector

- Facility for Financial Sector Strengthening
- The Toronto International Leadership Centre for Financial Sector Supervision
- Financial Sector Assessment Program
- Financial Stability Forum

Education

- Focusing Resources on Effective School Health
- The Partnership for Child Development
- UNESCO Institute for Statistics
- OECD World Education Indicators Program
- Trends in Mathematics and Science Achievement Around the World
- Progress in International Reading Literacy Study
- World Links

Health, nutrition & population

- Global Forum for Health Research
- Global Alliance for Vaccines and Immunization

- Global Micronutrient Initiative
- Population and Reproductive Health Capacity Building Program (PRH)
- Roll Back Malaria
- Special Programme for Research and Training in Tropical Diseases (TDR)
- Special Programme of Research, Development & Research Training in Human Reproduction (HRP)
- Stop TB
- UNAIDS (Joint United Nations Programme on HIV/AIDS)

PREM network

- Partnerships in Statistics for the 21st Century (PARIS-21)
- Integrated Framework for Trade
- Global Development Network
- DAC Network on Good Governance and Capacity Development (GOVNET)
- Forging Partnerships for Good Governance in Public Expenditure and Records Management

Communications & information technology

- The Development Gateway Foundation
- Global Development Learning Network
- The Global Knowledge Partnership
- The Information for Development Program (infoDev)

Energy

- Energy Sector Management Assistance Programme
- Solar Development Group

Private sector development

- Business Partners for Development
- Foreign Investment Advisory Service

- Global Corporate Governance Forum
- Public-Private Infrastructure Advisory Facility

Micro-finance

- Consultative Group to Assist the Poorest

Urban

- Cities Alliance
- Provention Consortium

Water & sanitation

- Water and Sanitation Program

Annex T. Survey Questionnaire with Respect to the GPG Fund Administered to Task Managers of the Bank's Lending Operations

1. Before responding to this survey, were you aware of the five Global Public Goods (GPG) priorities and the five Corporate Advocacy Priorities that are outlined in the most recent Strategic Directions Paper and presented immediately below? __ Yes __ No

Global Public Goods Priorities

1. Communicable diseases
2. Environmental commons
3. Information and knowledge
4. Trade and integration
5. International financial architecture

Corporate Advocacy Priorities

1. Empowerment, security, and social inclusion
2. Investment climate
3. Public sector governance
4. Education
5. Health

2. In your opinion, should these global priorities drive some of the Bank's country and regional programs? __ Yes __ No __ Don't know
3. Before responding to this survey, were you aware of the Global Public Goods Fund (of \$7.5 million in FY02) which the Bank's Management Committee established in April 2001 to provide additional incentives to encourage work on GPG priorities at the country and regional levels? __ Yes __ No
4. Do you agree with each of the allocation criteria developed by the Operational VPs and approved by the Management Committee? 1 = Yes, 2 = No, 3 = Don't know
- Alignment of the proposal to GPG Priorities (and only in exceptional cases) to Corporate Advocacy Priorities
 - Designed truly as an incentive to regional and country program action in the specified GPG area, with clearly stated objectives, deliverables, and monitorable indicators
 - Strong links to front-line work in Regions
 - Substantial commitment of Regions and Networks to match GPG Fund resources from their own unit budgets
 - No presumption of continued funding in FY03, and therefore sufficient value added and demonstration effect to justify corporate support even in the absence of continued funding for FY03
5. To the best of your knowledge, was your Region consulted in preparing the eight proposals listed below that were successful?
1 = Yes, 2 = No, 3 = Don't know, 4 = Not applicable
(Answer "Not applicable" if you are not associated with the relevant network.)
- ESSD: Environmental mainstreaming in country ESW, lending, and PRSPs
 - ESSD: Forest sector evaluations in 15 countries
 - ESSD: Water resource management strategies in six countries
 - HDN: Reducing communicable diseases
 - PREM/DEC: Addressing constraints facing developing countries in successfully integrating into the world economy
 - PREM: Mainstreaming gender considerations into ESW, lending, PRSPs and CASs
 - PSI: Natural gas flaring reduction initiative
 - PSI: Improving World Bank Group's delivery of information and communication technology services

The following are the global programs in the sector in which you are working:

- Program #1
 - Program #2
 - Program #3
6. To what extent are you familiar with each of these programs?
1 = Never heard of the program, 2 = Heard of it, but not familiar with it
3 = Somewhat familiar with it, 4 = Very familiar with it
- Program #1
 - Program #2
 - Program #3

7. Have you used the products or the services of these programs in your country-related activities?
1 = Yes, 2 = No
- Program #1
 - Program #2
 - Program #3
8. Have your country-level counterparts shown interest in the products or services of these programs? 1 = Yes, 2 = No
- Program #1
 - Program #2
 - Program #3
9. Are the objectives and activities of each program relevant to your countries' current development priorities (PRSPs or CASs)?
1 = Yes, 2 = No, 3 = Don't know
(Answer "Don't know" if you have not heard of the program.)
- Program #1
 - Program #2
 - Program #3
10. Overall, what aspects of these global programs do you find most useful from the perspective of country operations?
1 = Not useful, 2 = A little useful, 3 = Moderately useful
4 = Very useful, 5 = Don't know, 6 = Not applicable
(Answer "Don't know" if you have not heard of any of the global programs in your sector.
Answer "Not applicable" if, to the best of your knowledge, the global programs in your sector do not provide the particular products or services indicated.)
- Establishing global rules and standards in your sector
 - Creating and sharing knowledge on best practices in your sector
 - Building a global consensus on best practices in your sector
 - Advocating a specific approach to development in your sector
 - Developing new products and technologies in your sector
 - Improving access of countries to new products and technologies
 - Providing upstream diagnostic and advisory services
 - Supporting national-level policy and institutional reforms
 - Preparing investments projects in your sector
 - Building country-level capacity in your sector
 - Financing country-level investments in your sector
 - Helping to improve Bank operations in your sector
 - Improving donor coordination in your sector
 - Improving community-level participation in your sector
 - Other? Please specify
11. Which countries are you presently working on?
12. Please feel free to add any comments that you might have concerning the relevance of the Bank's global programs in enhancing the effectiveness of country operational work in your sector.