



**WORLD BANK GROUP**

# Beyond the Boundaries: Program-for-Results and the Role of Leverage in Scaling up Results

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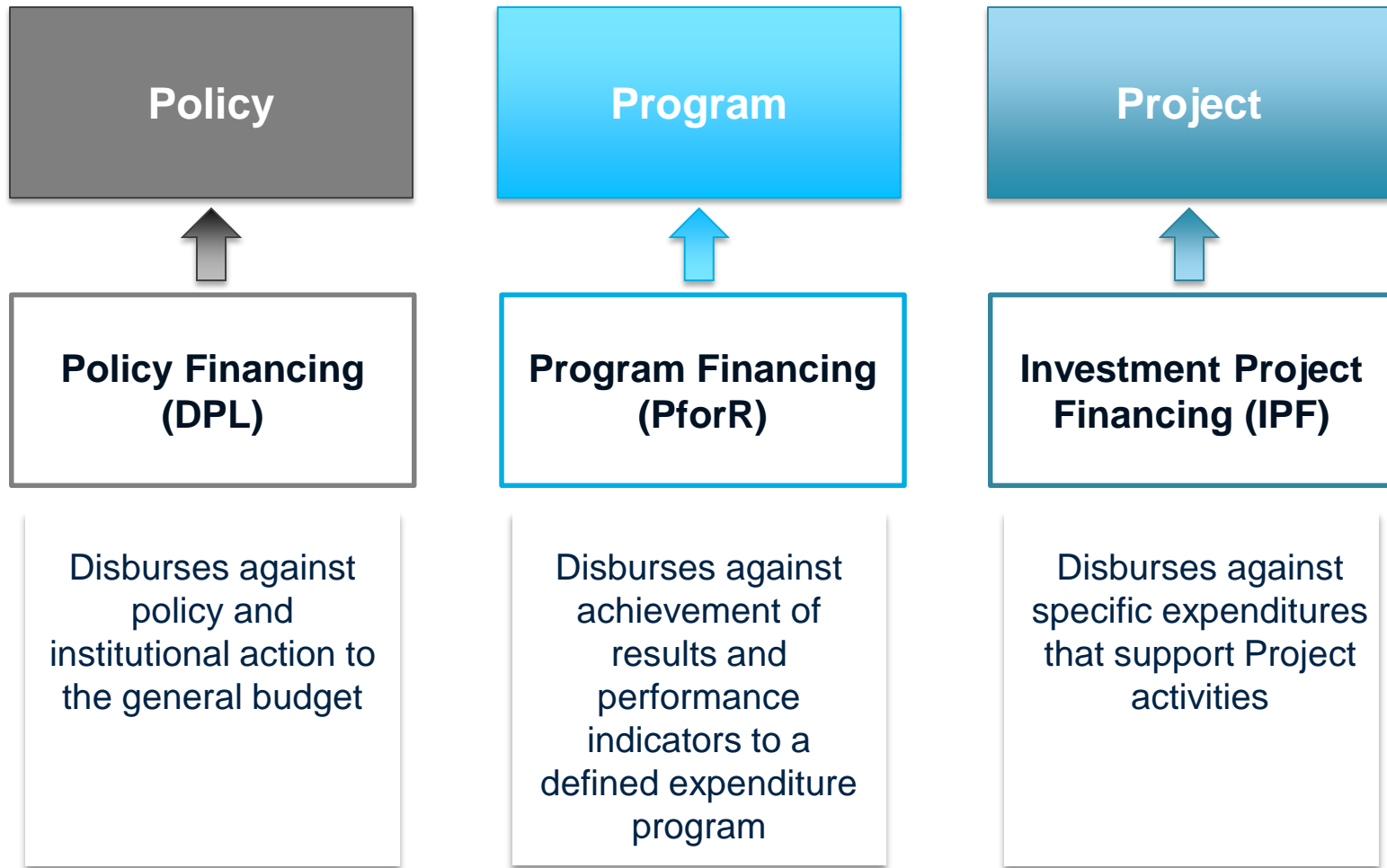
# PforR Responds to Client Demand

- Governments have been asking for help with their own programs using their own systems.
- PforR supports improving the efficiency of government programs of expenditures and achieving results by strengthening institutions and building capacity.
- Complements the World Bank's other two instruments – Development Policy Financing (DPF) and Investment Project Financing (IPF) – to help enhance the Bank's impact.

# Main Features of PforR

- Finances and supports government programs.
- Disburses upon achievement of program results.
- Focuses on strengthening the institutional capacity needed for programs to achieve their desired results.
- Provides assurance that Bank financing is used appropriately and that the program's environmental and social aspects are addressed.

# How Does PforR Complement the Bank's Menu of Instruments?



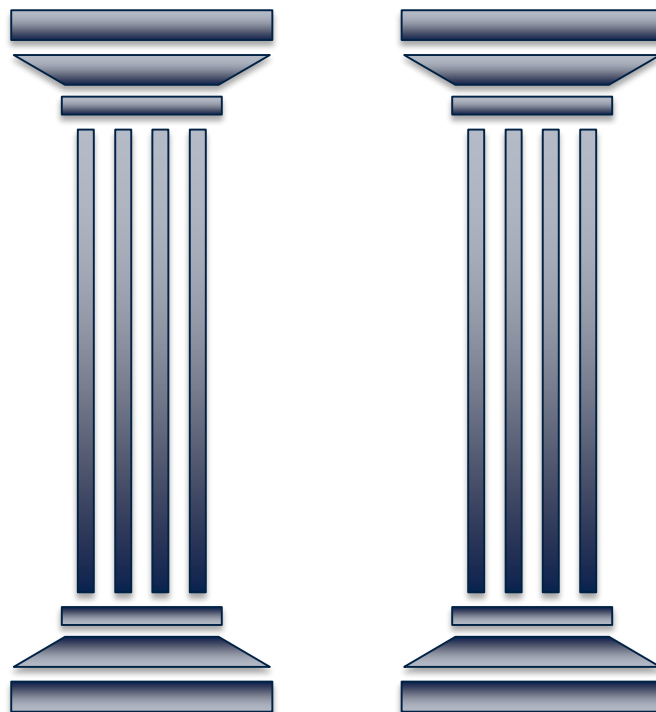
# What does Program-for-Results Involve?

- Identification of Government program (national or subnational, sectoral or cross-sectoral, existing or new).
- Definition of the Program supported and key results.
- Carry out technical, fiduciary and social and environmental assessments.
- Identification of opportunities for building capacity and enhancing system performance.
- PforR can be used by any country in support of a program(s) or sub-program(s). PforR excludes activities that:
  - Have significant adverse impacts that are sensitive, diverse, or unprecedented on the environment and/or affected people.
  - Involve high value contracts (above specified thresholds).

# Two Key Pillars of PforR: Programs and DLIs

## Program of Expenditures

- PforR has supported a range of government programs
- The majority have supported sub Programs, either sectorally or geographically
- Program boundaries also define the scope of the assessments to be carried out



## Disbursement Linked Indicators (DLIs)

- PforR has supported a range of DLIs depending on the Program
- DLIs include service delivery indicators, outputs and/or outcomes
- DLIs could also be institutional indicators or actions including fiduciary and environmental and social issues
- Each DLI has a specified verification protocol

# Examples of DLIs from Current Operations



## Program Outcomes

Percentage of children aged 12-23 months immunized with Pentavalent 3 vaccine

## Access to Services

Percentage of population provided with access to improved water supply in rural communes

## Participatory Governance

Percentage of women and youth in local governance bodies

## Systems Improvements

Percentage of key staff (in specific units) trained in environmental and social safeguards and management guide

# What Country Programs Is PforR Supporting?

## Tunisia

*Supporting the Urban Development and Local Governance to deliver municipal Infrastructure*

## Croatia

*Supporting the National Health Care Strategy and Reforms*

## Pakistan

*Improving transparency and resource management of targeted departments of the Province of Punjab*

## Vietnam

*Supporting the National Urban Development Program in the Northern Mountains*

## Morocco

*Supporting the national initiative for human development through improving both services and governance*

## India

*Supporting the Rural Water Supply and Sanitation Program in the State of Maharashtra*

## Uruguay

*Supporting the National Road Network by improving road sector management*

## Kenya

*Establishing an effective national safety net program for poor and vulnerable households and reduces fragmentation*

## Tanzania

*Supporting the Big Results Now in Education program through improvement of education quality at 1<sup>o</sup> and 2<sup>o</sup> levels*



# PforR Status to Date

Over the past three years, PforR has made very good progress:

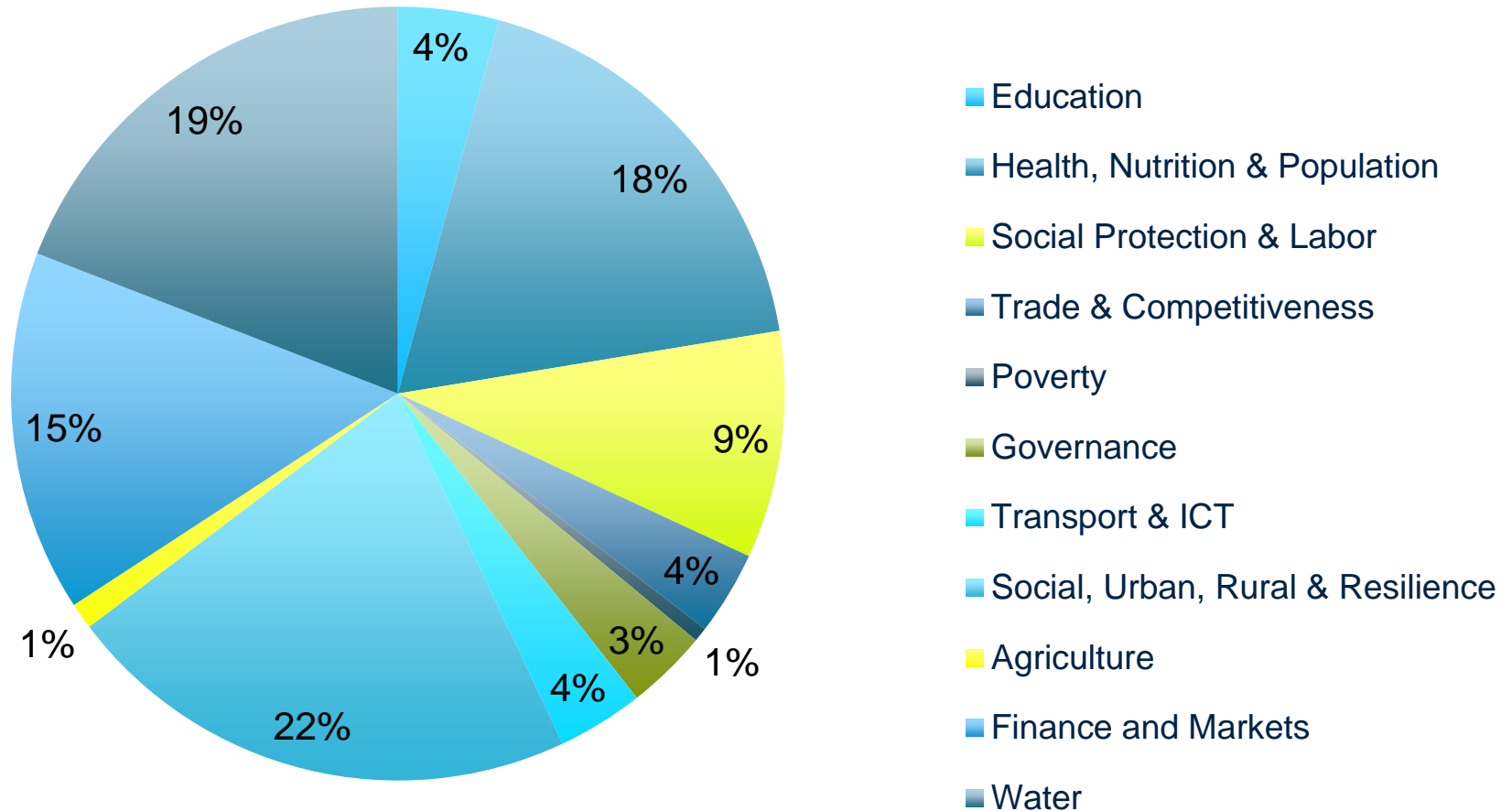
- A total of 22 operations approved for 3.5 billion supporting government program for a total of 8.5 billion.
- Pipeline includes 21 operations under preparation totaling 5.5 billion.
- Of the 22 approved operations, 20 are now effective and 11 have more than 12 months of experience.

Operations approved to date are in six different regions in a range of country typologies (from fragile states to MICs).

Operations also cover a wide range of sectors and global practices.

# PforR Portfolio and Pipeline

## Operations by Global Practice (financing amount)



# PforR Operations Around the World



# The Two-Year Review of PforR

The Bank's Board asked that an initial review of experience with PforR be conducted after about 2 years of implementation.

The review aimed to:

- Assess the early experience with the design and implementation of PforR operations;
- Identify emerging early lessons and recommend proposed changes to the PforR framework, as needed.

The review benefitted from inputs from internal and external oversight bodies including an Independent External Panel of Experts.

The review has just been completed and was discussed by the Executive Directors of the World Bank.

# Highlights from the Two-Year Review

To date, the experience with PforR has been encouraging:

- The instrument has demonstrated the validity of its concept.
- The policy has been implemented as designed.
- Implementation is moving well and achieving desired results.
- Learning approach was adopted and we continue to engage internal and external stakeholders.
- Risk management including fiduciary and environment and social aspects are working and in place.

# Highlights from the Feedback on PforR

Feedback from clients, partners and staff has been very encouraging with many repeat clients.

- Clients welcome use of their own country systems and the focus on capacity building and institutional strengthening.
- The shift in dialogue to focus more on results has also been welcome.
- Largely positive with appreciation for reduced Bank transaction processes.
- Verification of results institutionalized.
- Increased choice in Bank financing instruments allows for better matching of needs on the ground.

# Looking Ahead

Review of early experience also pointed to areas of improvement, these include:

- More systematic introduction of the instrument across all countries.
- More outreach, learning and communications including to clients.
- Some areas were highlighted by clients or staff where more guidance is needed, e.g. DLI design.

Moving forward, the Bank will:

- Enhance the roll-out of the instrument and introduce it more systematically across all countries.
- Follow-up on the various recommendations of the review including updates to guidance, learning, outreach, and so forth.
- Maintain the learning approach adopted to date and undertake periodic reviews of the instrument.



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For more information: [www.worldbank.org/pforr](http://www.worldbank.org/pforr)

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