

CIIP

Competitive
Industries and
Innovation
Program

Annual Report 2014-15



Financed by



in partnership with



WORLD BANK GROUP

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Cover page picture: Man walking out of a mine in Rwanda. Credit: Blair Lapres, CIIP.

About the Competitive Industries and Innovation Program (CIIP)

The CIIP partnership was created to enhance country growth and employment prospects by supporting public policies and investments that promote competitiveness and innovation within and across industries. The partnership's resources are focused on supporting governments' efforts to develop transformational economic development projects and to aggregate cutting-edge knowledge that can be implemented as part of targeted pro-growth initiatives. As the Trustee and Administrator for CIIP, the World Bank Group is responsible for program development, implementation, and monitoring and evaluation. For more information, visit www.theciip.org

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ABBREVIATIONS

ACP	The African, Caribbean and Pacific Group of States Secretariat
AFD	Agence Française de Développement (French Development Agency)
CEPEX	Center for Export Promotion in Tunisia
CIIP	Competitive Industries and Innovation Program
CoP	Community of Practice
CRI	Competitiveness Reinforcement Initiative
DFAT	Australian Department of Foreign Affairs and Trade
DPF	Development Policy Financing
DPL	Development Policy Loan
ECA	Enterprise Competitiveness Agents (Haiti)
EDA	Georgia Enterprise Development Agency
ESS	Enterprise Support Services Program (Haiti)
EU	European Union
EUR	Euro
Fab Lab	Fabrication Lab
FDI	Foreign Direct Investment
FIAS	Facility for Investment Climate Advisory Services
FY	Fiscal Year
GDP	Gross Domestic Product
GITA	Georgia Innovation and Technology Agency
GIZ	Gesellschaft für Internationale Zusammenarbeit (German Development Agency)
GOJ	Government of Jamaica
GRM	Grant Reporting and Monitoring
GVC	Global Value Chain
IBRD	International Bank for Reconstruction and Development (The World Bank)
ICT	Information and Communication Technology
IDA	International Development Association
IFC	International Finance Corporation
iLab	Innovation Lab
IMF	International Monetary Fund
IPF	Investment Project Financing
IPP	Innovation Policy Platform
LNG	Liquefied Natural Gas
MCI	Haiti's Ministry of Commerce and Industry
MDTF	Multi-Donor Trust Fund
MSME	Micro, Small and Medium Enterprises
NSEZ	Ngh Son Economic Zone, Vietnam
OECD	Organization for Economic Co-operation and Development
OECS	Organization of Eastern Caribbean States
PAMCI	EU's Support Programme to the Ministry of Commerce and Industry in Haiti
PEMANDU	Performance Management and Delivery Unit
PDEIII	Tunisia's Third Export Development Project
PK24	Cote d'Ivoire PK24 Industrial Park PPP
PPD	Public Private Dialogue
RAS	Reimbursable Advisory Services
SDTF	Single-Donor Trust Fund
SECO	Swiss State Secretariat for Economic Affairs
SME	Small and Medium Enterprises
T&C	Trade and Competitiveness Global Practice at the World Bank
TA	Technical Assistance
TMEA	TradeMark East Africa
TTL	Task Team Leader
USAID	US Agency for International Development
WBG	World Bank Group

FOREWORD

Message from the Senior Director

I am pleased to share with you the 2015 Annual Report of the Competitive Industries and Innovation Program (CIIP). This is the second year of our partnership, in which we have continued to provide policy support to countries in the Africa, Pacific and Caribbean countries and also in a few emerging economies in East and Central Asia, the Middle East and Eastern Europe.

The recent global economic trends and resulting reduction in commodity prices upon which most of our client countries rely, have increased the demand and interest in the Competitiveness Industries and Innovation Program. Our client countries, are keen to identify policy initiatives that will enhance their economic capabilities to ensure sustainable jobs and stable public revenues.

In this context, our partnership has grown on three fronts.

First, in FY15 CIIP has extended its outreach to include an additional 7 target countries, and we put more emphasis on ACP countries. CIIP has leveraged \$554 million in FY15. In the past fiscal year, CIIP supported the creation of almost 2000 new jobs, bringing the total number generated since its inception to over 11,500. It is to be noted that while this disproportionately represent progress on our Georgia and Macedonia operations, it also notes good progress on the projects and methods supported by CIIP.

Second, the CIIP partnership has also been extended to include Norway. Norway joined the CIIP with contribution of Norwegian Kroner (NOK) 11,000,000 (equivalent of approximately US\$1.5 million). We are grateful to Norway for putting their trust into this partnership, and to all other CIIP donors and partners for continued guidance and active engagement on the ground in project implementation.

Third, in response to strong demand for its policy support and knowledge services, CIIP launched in FY15 its second call for proposals. The response to the call exceeded our expectations with a much stronger demand emerging from countries now aware of the CIIP offer. The requests reflect an increased interest by client countries in understanding how best to grow their economies and integrate in global markets; how to design and implement cautiously new industrial policies without falling back into the old policy mistakes leading to “picking winners”; and also how to build the capacity of government institutions to enable these to adapt policies as needed to a persistently changing global environment. This demand is reflected in requests for industry and value chain analysis, the development of spatial solutions, and the establishment of public private dialogue mechanisms.

Looking forward, we will work towards enhancing complementarity between CIIP and other World Bank Group managed trust funds such as FIAS. I know CIIP will continue to play an instrumental role in the World Bank Group’s Trade and Competitiveness Global Practice, supporting its work in competitive sectors and helping identify complex and innovative solutions leading to jobs creation.



A handwritten signature in black ink that reads "Anabel Gonzalez".

Anabel Gonzalez
Senior Director
Trade and Competitiveness Global Practice
World Bank Group

Results *at a glance*

During the fiscal year 2015, CIIP-funded activities have continued to support the design and implementation of industry-focused competitiveness strategies and policy reform initiatives in 12 countries around the globe. The program also approved 7 new promising projects and 4 ambitious global knowledge initiatives. Through its knowledge, learning and publishing activities – including the second global conference, “New Growth Strategies: Delivering on their promise?”, and new knowledge reports – CIIP’s ideas have influenced the thinking of thousands of policymakers, private-sector executives and academic scholars around the globe.

COUNTRY OPERATIONS

60 % of country operations focused on ACP countries

554* million USD in public investment leveraged in FY15

102.2 million USD of finance approved and disbursed
52.2 million USD in Georgia, and 50 million USD in Tunisia

50 additional hectares of serviced industrial land
Part of PK24, industrial park to be developed in Abidjan, Cote d'Ivoire

8.1 million USD committed for institutional capacity building
6 million USD in Kazakhstan, and 2.1 million USD in Georgia

8 million USD sales value of goods and services linked to the supported zones
Reported by firms located in the Bole Lemi I zone in Ethiopia

2 skills/training programs designed
Supplier Development Program and Workforce Development Program in Sierra Leone

1,955 new jobs created
1,400 in Macedonia, and 555 in Georgia

1 million USD of revenue for the IPDZ earned from firms in the supported zones
Revenue earned by the Industrial Parks Development Corporation, administrator of the Bole Lemi I zone in Ethiopia

KNOWLEDGE

Second global conference “New Growth Strategies: Delivering on their Promise?” attracted about 700 people, double the participation compared to the inaugural event a year before

With the “Competitive Cities for Jobs and Growth” report and accompanying research papers, the Competitive Cities Project created a knowledge base on what makes cities competitive for job creation

More than 1000 people use the Innovation Policy Platform (IPP) platform on a regular basis

A study making case for a regional ferry system produced for the Caribbean Growth Forum

First of a series of Industry-Specific Global Value Chain (GVC) Analyses focused on the automotive sectors in Colombia, Mexico, Serbia, Macedonia, Vietnam and Thailand

* See page 12 for definitions of indicators.

CLIENT SUPPORT

The CIIP has assisted both country clients and private sector beneficiaries.

Client training

Empowering stakeholders to advance institutional reforms & improve private-sector capacity.

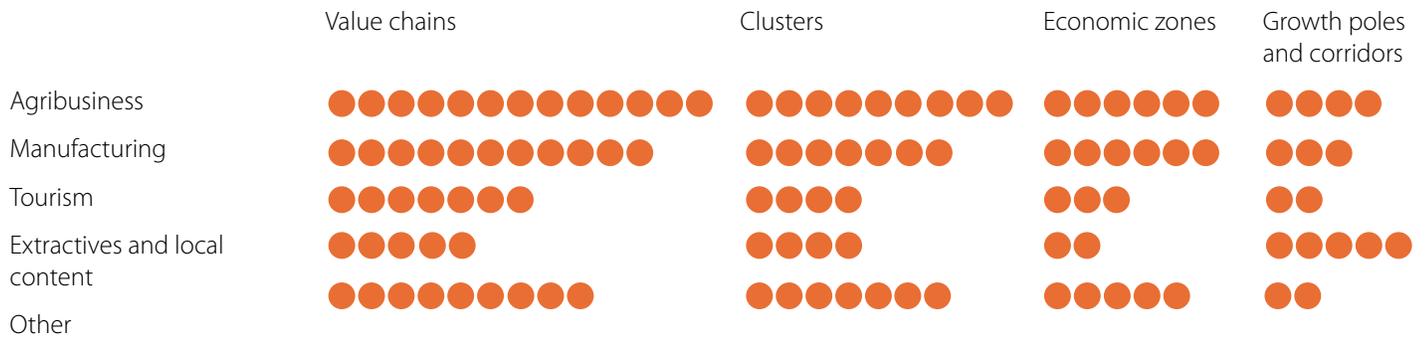
Technical assistance and analytical inputs

Using expert analytical inputs to bridge spatial, industrial and governance solutions



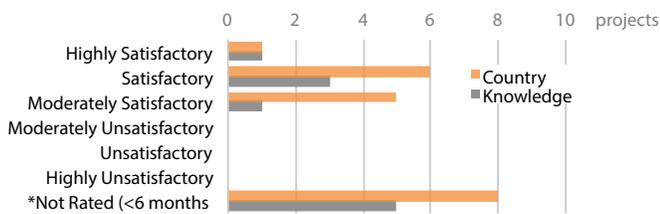
CIIP project solutions by sectors

● Project

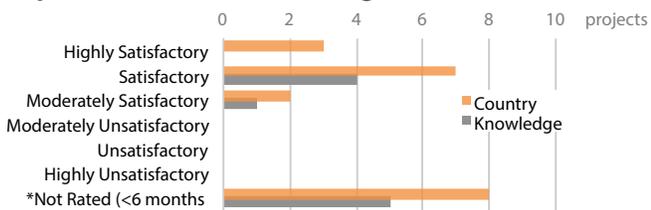


FY15 PORTFOLIO AND RISK

Grant Objectives Rating



Implementation of Grant Ratings

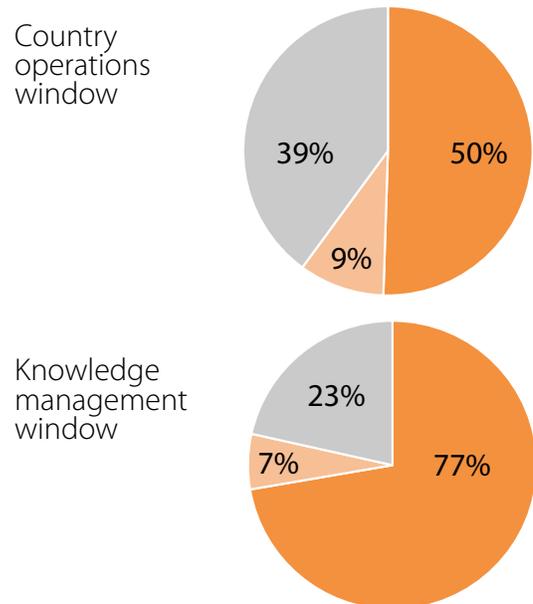


Risk Rating

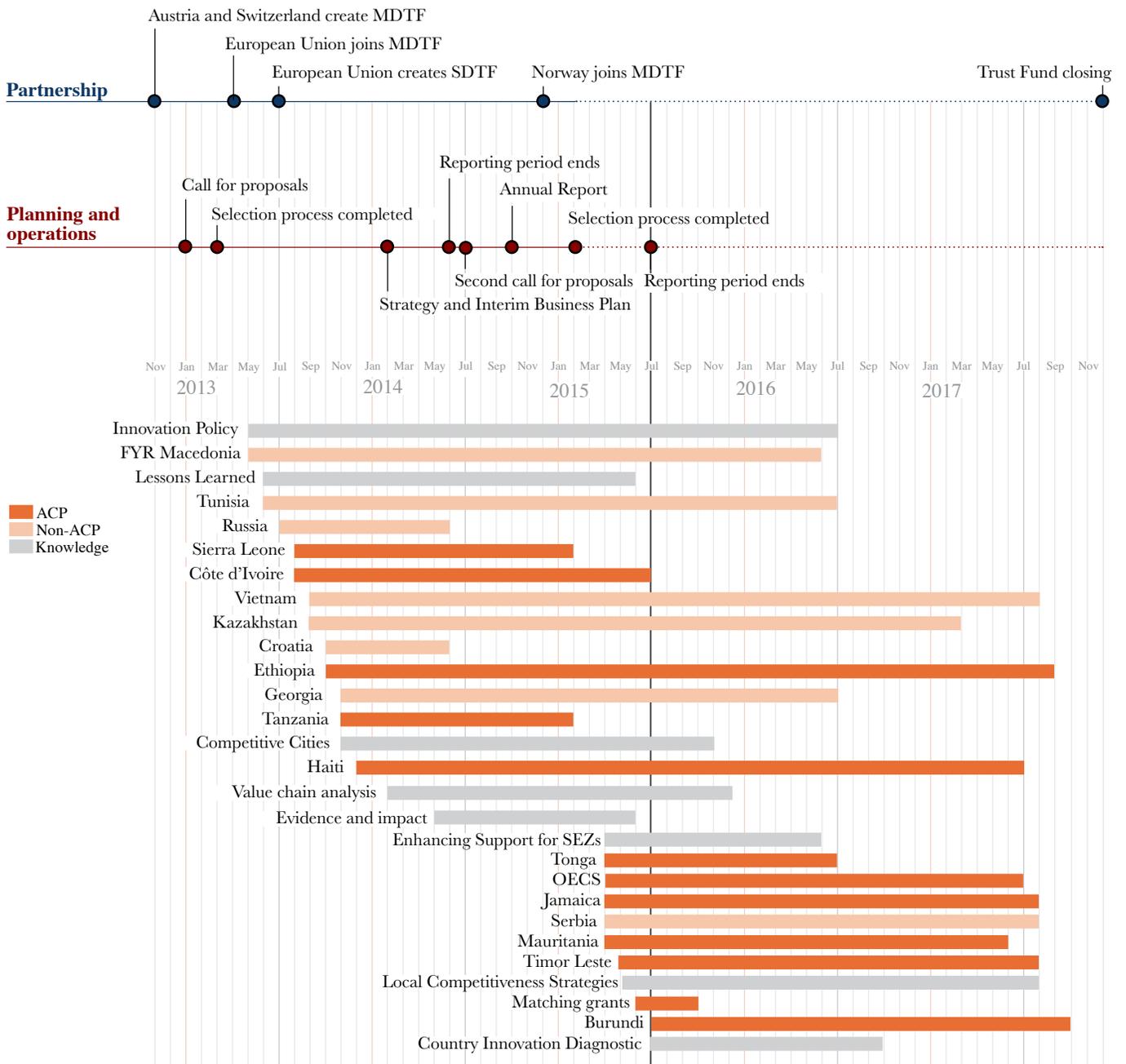


Regional breakdown of current commitments

ACP | ACP tentative allocation | Rest of the world



Timeline: Launch and Operational Roll-Out



INTRODUCTION

Achievements and Milestones

This document is the second Annual Report of the Competitive Industries and Innovation Program (CIIP), a multi-donor partnership among the World Bank Group (WBG); the European Union (EU); the African, Caribbean and Pacific Group of States Secretariat (ACP); and the governments of Austria, Norway and Switzerland. The report outlines the progress that CIIP has made in implementing the main objectives set out in the CIIP FY15 Business Plan, and it summarizes the partnership's key milestones and achievements through June 30, 2015.



MAJOR ACHIEVEMENTS ¹

In FY15 CIIP has continued to support client countries with their objectives of transforming their economies. CIIP has contributed to major policy changes in countries like Ethiopia, Haiti, etc. that have triggered a systemic change in the policy environment for private investment. Most of these policy changes have resulted in decrees, regulations and cluster strategies. While most of these reforms will demonstrate an impact in private sector jobs or investments beyond the Grant cycle, some impacts are already being reported by Task Teams in some countries, i.e. Macedonia and Georgia. The main thrust of CIIP activities this year has been the development of the institutional capability and the establishment of public private dialogue. This is particularly satisfying as it bodes well for the sustainability of the reform beyond the funding period and because it enables countries to develop their own industrial strategies, according to their position within the global economy.

In FY15 CIIP operations leveraged 554 million in public investment. Through CIIP operation in Georgia \$27 million was committed to SME support in FY15. With support from CIIP, \$8.1 million was committed for institutional capacity building in FY15. With CIIP's support 102.2 million USD of additional finance was approved and disbursed to private sector in Georgia and Tunisia. CIIP helped leverage \$79 million of private investment in Macedonia. The CIIP operation in Georgia supported creation of 102 new firms.

CHALLENGES

2015 has also had its challenges particularly in West Africa with the outbreak of the Ebola disease. The uncertainty created around this disaster has had its impact, for CIIP on Sierra Leone but also Cote D'Ivoire resulting in the need to re-align and re-adjust programs. The global economic downturn, the reduction in commodity prices has also had mixed impact. Although it has increased interest in CIIP, it has also damped foreign direct investment in developing countries, increasing the risk for growth poles and economic zones initiatives.

The main challenge CIIP team faces at this stage, is its ability to report quantitative results 2 years into operations, when its resources are to leverage longer term projects over 4-6 years. At this stage, results of country operations are mostly focused on inputs and outputs, with the exception of two operations in Georgia and Macedonia. This situation will rapidly evolve as CIIP projects mature.

¹ Definitions of indicators used: **Leverage in public investment** - numbers reported by the teams; they are all public investments reported as a result of the outputs and policy dialogue generated by the CIIP grant in this FY. | **Finance approved and disbursed** - new loans issued to firms by commercial financial institutions. | **Committed to SME support** - reported public investment allocations to SMEs as defined by country. | **Committed for institutional capacity building in FY15** - public allocations committed to institutional and capacity building. | **New firms** - registered new firms as reported by the task team. | **Gross number of jobs** - jobs created as reported by the team through private investment.

PROGRAM MILESTONES

CIIP team has launched the 2nd call for proposals which yielded 27 applications from across the globe. After an extensive and in-depth review process, 7 promising country operations and 4 ambitious global initiatives were selected for funding.

SUPPORT TO COUNTRY OPERATIONS

During the fiscal year 2015, the program's second full year of operation, CIIP-funded activities have continued to support the design and implementation of industry-focused competitiveness strategies and policy reform initiatives in the first wave of 12 country operations. Coordination between CIIP partners at country level has improved significantly and will continue to be strengthened. Going forward, it will be tracked to ensure that best quality advice is offered to clients.

Over the course of FY15 the institutional framework related to industrial parks and investment in **Ethiopia** has been revamped and strengthened with support of CIIP. Reforms supported by the CIIP engagement contributed to substantial green-field investments in high value-added manufacturing in **Macedonia**, especially in the fast-growing automotive value chain. In **Georgia**, CIIP has supported the creation of the Research and Innovation Council that serves as a strategic coordinator of the country's innovation policies as well as the Investors Council tasked with promoting constructive dialogue between the private and public sector. CIIP also provided critical technical assistance to strengthen capacity of the newly established GITA - Georgia's Innovation and Technology Agency. Over the past year, the Enterprise Support Services (ESS) Program in **Haiti** was launched and became fully functional across the country. In **Russia** the CIIP funded a number of knowledge sharing events which led to much better understanding of the essence and value of industry clustering. During the implementation of the CIIP program, **Sierra Leone** was hit by the deadly Ebola virus. CIIP's multi-sectoral analysis undertaken in the previous year was not fully operationalized. However due to CIIP grant and analytical work the team was well positioned to swiftly work with government counterparts and develop an Ebola response for private sector recovery. The CIIP team's analytical activities as well as the policy dialogue on local content in **Tanzania** are expected to inform the Government's policy formulation process by feeding into the final version of the Local Content Policy and the Natural Gas Act, as well as the second Five Year Development Plan (2016/17-2020/21). In **Tunisia** the CIIP has focused its efforts on helping strengthen a number of promising clusters. Through sectoral PPDs the team identified and prioritized the most binding constraints to competitiveness and exports in each of these sectors, and helped develop specific action plans that have been adopted by the government and the private sector as one of the main objectives going forward.

GLOBAL KNOWLEDGE ANALYSIS AND ASSESSMENT

Through its global knowledge, learning and publishing activities undertaken in FY15, CIIP's ideas have continued

to provide inputs to expand the global knowledge frontier on how to effectively design and implement competitiveness strategies, and what works in competitiveness and innovation. It was done by sharing lessons from CIIP's country engagements with clients and partners – including through a highly successful 2nd global conference – and by commissioning operational research. Strong emphasis was placed on making sure that CIIP knowledge products are relevant for ACP countries. These efforts will continue going forward. Stronger emphasis will also be given to sharing knowledge generated by CIIP, for example through training programs for clients. Dissemination of CIIP analytical work will be increased through a biannual newsletter which will be launched early in the new fiscal year. Highlights of CIIP's knowledge generation and learning include:

Implementing Industrial Policy – Lessons Learned.

In FY15, the final in a series of policy research papers, a case study on “Doing, Learning, Being: Some Lessons Learned from Malaysia's National Transformation Program” was finalized and broadly disseminated. It analyzes in detail one specific delivery unit, PEMANDU, drawing lessons that could be applicable to similar structures in other developing countries.

Implementing Industrial Policy – Evidence of Impact. Building on the success of the inaugural event held in 2013, the team organized a follow-up global conference: “New Growth Strategies: Delivering on their Promise?” to explore the effectiveness of industry-level efforts to stimulate growth. The conference attracted world renown scholars, including Dani Rodrik, Charles Sabel, Arvind Subramanian (currently Chief Economist of the Government of India), and allowed to move away from a discussion on the validity of such policy and to explore the impact of the new growth strategies. The event attracted double the participation compared to the inaugural conference, with about 700 people participating in the opening session, including world-class thinkers and academics who presented their theories and research. The two day conference also provided opportunity for CIIP experts to disseminate the latest body of practical experiences from implementing CIIP projects and knowledge initiatives.

In the past year the CIIP team completed the first of a series of **Industry-Specific Global Value Chain (GVC) Analyses**. The first piece of work, (focused on the automotive sectors in Colombia, Mexico, Serbia, Macedonia, Vietnam and Thailand) allowed the team to demonstrate that different types of capital-, energy-, knowledge-intensive activities need to be present or nurtured in order to successfully link countries to value chains at the local, regional and global level.

Knowledge Exchange Initiative. The Innovation Policy Platform (IPP) project has focused in FY15 on building innovation policy community of practice (CoP) and further developing technical functionality of the platform. Communities' space has been created to facilitate participative knowledge

exchange and collaboration between policy makers, analysts, international organizations and other non-governmental stakeholders and it supports different types of content.

Competitive Cities Initiative. A “competitive city” successfully facilitates its firms and industries to grow jobs raise productivity and increase incomes of citizens, therefore, the report argues that improving the competitiveness of cities is a pathway to eradicate poverty and increase shared prosperity. Millions of additional jobs could be created every year if more cities performed at the level of the world's most competitive cities. CIIP led the World Bank's agenda on this issue. This analytical work is now shaping several country engagements and is influencing the policy dialogue on urban development.

Affirmative Efforts for Small States. “Driving Tourism in the Eastern Caribbean. The Case for a Regional Ferry”, a study prepared in the context of the Caribbean Growth Forum, is the result of work developed by a team comprised of representatives of the WBG, in consultation with six of the governments in the Organization of Eastern Caribbean States, in addition to Barbados, as well as private sector representatives in the region. It serves as background for a feasibility assessment of a regional ferry system. Its recommendations highlight that a regional ferry system and facilitating its implementation should be feasible. Two conferences with participation of renowned scholars on Small Island States were also organized in DC and in Samoa in the context of the UN Small States Conference (September 2014) and during the World Bank – IMF Annual Meetings. With the completion of these studies, CIIP will have nearly fully used the knowledge window designed to inform project designs.

As part of the 2nd call for proposals, four promising global knowledge initiatives were selected for funding by CIIP:

Mobilizing Local Knowledge to Improve Competitiveness Strategies. The initiative will create a localized and policy-relevant knowledge base and research capacity on how to improve sector-level competitiveness, investment, growth and in fine quality job creation in developing countries. The research will focus on assessing the impact of existing industrial policy initiatives and on how the private sector and public private dialogue influence that impact.

Catching up to the Technological Frontier. Country Innovation Diagnostic for Competitiveness and Employment creation in Developing Countries. The objective of this project is to produce a global knowledge product to guide policy makers in client countries, donor agencies and World Bank TTLs and staff to identify constraints to firm-level innovation capabilities and better design policy frameworks to boost productivity growth and enhance competitiveness.

Impact assessment of Special Economic Zones. This operational assessment will review about 41 projects

approved by the World Bank Board of Directors from 1973 to 2015. The aim is to gain a better understanding of the lessons of experience from the financing of a variety of such zones - including export processing zones, industrial estates or parks, and free trade zones, among others. While confined to the universe of World Bank financed projects, this study will provide an essential read on the nature and extent of SEZs economic impact and the costs and benefits.

Matching Grant Study. The study aims to synthesize knowledge related to matching-grant type instruments. By gaining better understanding of what works and what does not, the study intends to guide World Bank teams and clients in the design of matching-grant projects/components. Matching and performance grants are an important instrument for ACP industry interventions.

PORTFOLIO AND RISK MANAGEMENT

Portfolio Performance. The CIIP Secretariat monitors project-level progress through the World Bank's Grant Reporting and Monitoring (GRM) system. Both country operations and knowledge projects are evaluated yearly based on milestones established in the approved proposals, progress reporting for that year, and the rigorous World Bank quality review processes through which it passes. Risk and grant objective/implementation ratings are self-reported by CIIP TTLs and are pending review by management. To date 70 percent of CIIP projects under implementation for more than six months have been rated as "Satisfactory" and/or "Highly Satisfactory" on their progress towards Achievement of Grant Objectives (grants closed prior to FY15 maintain the ratings reported as of their last GRM). This stands above the portfolio averages recorded by the T&C Global Practice. While too early to draw firm conclusions, this would tend to confirm the validity of the CIIP approach.

Portfolio Risk. The CIIP portfolio also has varying degrees of risk, which reflect the nature of operations associated with competitiveness approaches and the countries' political economy and capacity constraints. CIIP manages risk at the portfolio level through the Multi-Track Allocation Framework in order to direct funds to support an appropriate

mix of high-risk/high-reward and to projects with a higher likelihood of success. Project financing tranches are released in September/October of each year, following the GRM reporting process, in order to ensure results-based disbursement. At the project level, CIIP manages risk through the rigorous quality checks of the World Bank's project approval process. CIIP's Secretariat particularly makes use of the Bank's Quality Enhancement Review (QER), Project Appraisal, and Implementation Status Report (ISR) processes to enhance design and performance throughout the engagements. Additionally, the quality enhancement measures – made possible by the use of funds for background analytics, Public Private Dialogue, project preparation, and implementation support – provide effective risk mitigation throughout the country engagement.

PROGRAM MANAGEMENT

In FY15 CIIP partners met twice to review the program's operations. The 3rd Steering Committee Meeting was hosted by the Swiss Ministry of Economy and held in Berne on October 24, 2014. CIIP partners engaged in a discussion on the most effective ways to measure and attribute results to CIIP interventions. The meeting also offered the opportunity to discuss the future direction of the program, the methodology for the selection of new projects issued from the second call for proposals, and how to mainstream climate change considerations in CIIP interventions going forward. The Partnership's first Annual Report (available on CIIP website at: theciip.org) was also presented and discussed at the meeting. CIIP partners concluded FY15 with their 4th Steering Committee Meeting held in Brussels on June 30, 2015. It was co-chaired by the European Commission and the World Bank Group and attended by representatives of all donor partners except for the ACP representative who could not join the meeting. That meeting allowed CIIP partners to further identify ways to collaborate on each country operation at the project level, and also to identify ways to enhance complementarity between CIIP and other World Bank Group managed trust funds.

CHAPTER 1

Project Results

This chapter provides information about the achievements of the 12 CIIP-funded projects, as well as of its knowledge activities in FY15. It has been informed by the CIIP Secretariat's regular monitoring of active grants as well as the WBG's annual Grant Reporting and Monitoring (GRM) exercise. The write-ups highlight implementation progress as well as deliverables and early results of each project on the ground. The latter part of the chapter provides detailed reports of achievements of knowledge products financed by CIIP.

Detailed information on the projects' financials is included in Chapter 3.



COTE D'IVOIRE Flagship Transformational Growth, Competitiveness, and Jobs Program

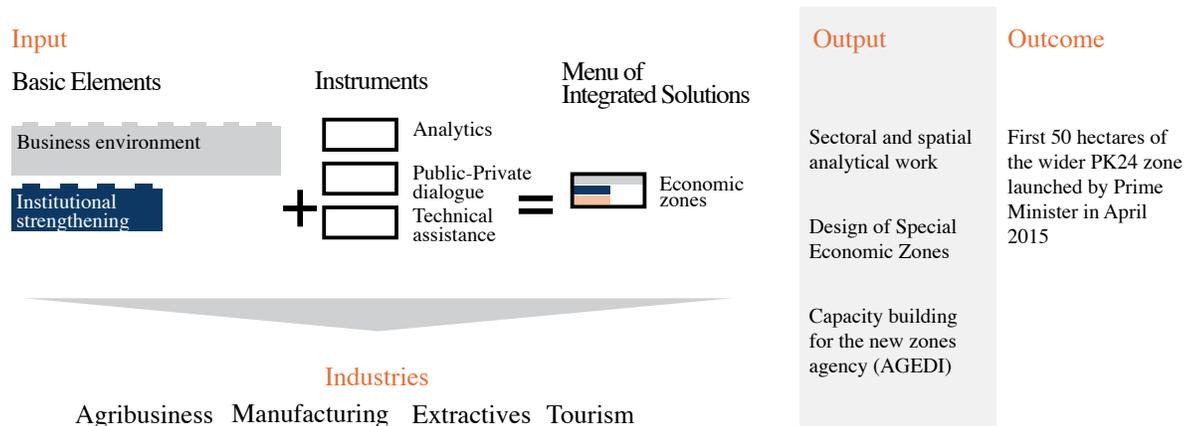
Leverage FY16/17 IDA Inclusive Urban Growth and Competitiveness project
Partner coordination African Development Bank, European Commission, JICA

The CIIP grant financed a range of sectoral and spatial analytical work as well as extensive consultative activities with the public and private sector; it has supported the Government of Cote d'Ivoire in the formulation of an integrated industrial growth and competitiveness program. The strategy focuses on agro-transformation (including for cashews, cocoa, cotton and potentially other crops such as rice), the textile and garments, tourism, and preparing future mining sector developments (e.g. iron ore mining industry in the West).

A key element of this integrated approach is the design of Special Economic Zones (SEZs), for which CIIP's technical assistance has progressed in FY15 to capacity-building of the new zones agency (AGEDI) while funding a structured demand study for the zones – a key step in the overall process designed by the CIIP team with the government to mitigate the risks associated with such initiatives. The CIIP technical assistance has already informed the phased launch of a new industrial zone in the Abidjan area, with a development of the first 50 hectares of the wider PK 24 zone launched by the Prime Minister in April 2015. The SEZ work has also leveraged CIIP support to the high-level Investor Forum held in Abidjan in January 2014, which gathered more than 3,000 participants from over 100 countries. The event was used by the CIIP team to identify potential local, regional and international investors, especially in the agro-processing sector, and present with them the opportunities in Cote d'Ivoire and the work done with the government to improve business conditions. These interests have then been used when targeting respondents to the SEZ demand survey.

The CIIP TA has supported the WBG's Strategic Country Diagnostic and is now engaged in the ensuing Country Partnership Framework (CPF) to be completed by September 2015 between the World Bank and the government of Cote d'Ivoire for FY16-19. Proposed operations will allow to leverage resources across the WBG as well as public and private sectors. Other donors, such as the EU, ADB and JICA, are also expected to contribute to these initiatives.

Results Chain



ETHIOPIA Competitiveness and Job Creation Project

Leverage Competitiveness and Job Creation Project (\$270 million)

Partner coordination UK Department for International Development, US Agency for International Development, European Commission

The project, which became effective in August of 2014, has made progress on multiple fronts. A key milestone has been the finalization and approval of the new Industrial Parks Proclamation which was approved by the Parliament in March 2015. The government is currently in the process of drafting the Implementing Regulations and Directives to help implement the Proclamation. Over the course of FY 2015 the institutional infrastructure related to industrial parks and investment in Ethiopia has been revamped and strengthened with support of CIIP.

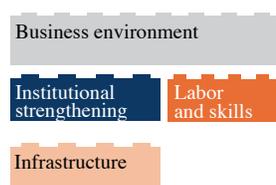
This includes: (i) the transformation of the Ethiopian Investment Agency into an autonomous entity, now called the Ethiopian Investment Commission (EIC), with a newly constituted Board (Ethiopian Investment Board or EIB) that is headed by the Prime Minister; and (ii) the reconstitution of the Ethiopian Industrial Development Zones into the Industrial Parks Development Corporation (IPDC) as an independent entity.

The Industrial Parks Proclamation provides a framework that introduces several good practices in the sector. Since the project became effective, through the CIIP and IDA efforts, a range of training programs have been launched which allowed for providing technical and advisory expertise to IPDC and EIC management and staff. The focus of these trainings has been in the area of investment promotion, customer service, and customer relationship management. To date 8 such training programs have been completed. Also with CIIP team's support, advisory support work on the regulatory function of these institutions has begun.

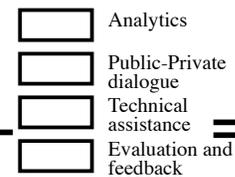
Results Chain

Input

Basic Elements



Instruments



Menu of Integrated Solutions



+

=

Industries

Agroprocessing Leather goods Textile/garment

Output

Capacity building
Institutional reorganization
Training

Outcome

New industrial park proclamation

FYR MACEDONIA FYR MACEDONIA

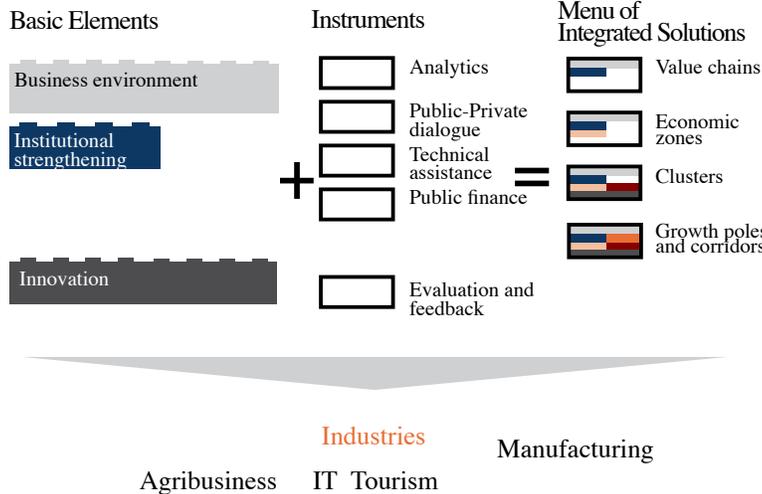
Leverage Two DPLs (\$100 million), a third one under preparation (\$50 million), Skills Development and Innovation Support Project (\$24 million), Western Balkans Regional Trade Logistics Project (IFC), Local and Regional Competitiveness in Tourism (EU, EUR 18 million)
Partner coordination European Commission, US Agency for International Development

The reforms supported by the CIIP engagement over the course of FY15 contributed to the attraction of substantial green-field investments in high value-added manufacturing, especially in the fast-growing automotive value chain. The reforms included strengthening the governance of the Technological Industrial Development Zone (TIDZ) Program by including the private sector in the governance of the zones, improving the targeting of investment resources and developing more effective aftercare services. More recently, a Backward Linkages Pilot Program was started by the Government with CIIP support. The program will stimulate linkages between large foreign companies operating in Macedonia and local SMEs. The successful implementation of the FDI attraction reforms leveraged under the DPLs has led to a large increase in total exports and net exports. Total exports more than doubled in the last five years to reach Euro 3.7 billion. The share of medium and high-tech exports in total exports also increased significantly and is now over 50%. This sustained trend is driven by new export products (emission catalysts and many automotive parts and components) manufactured by FDI companies and exported primarily to the EU. By end 2014, around 1,400 permanent jobs had been created in the new companies that started operations, in addition to the jobs created during the construction phase and induced jobs in the services sector.

In the agribusiness sector, the most important reform was the approval of a law that provides for gradual sale of state-owned land to agricultural producers using market principles. The CIIP also helped to improve the efficiency of trade logistics services by introducing a risk-based approach for sanitary and health inspections that is facilitating the transportation of manufacturing and agricultural goods at border crossings. This reduced the respective transport delays and administrative costs. CIIP provided critical assistance to the development of the Law on Innovation Activity and to the design and establishment of the Fund for Innovations and Technological Development (FITD) which is fully functional. CIIP also helped design the pilot financing instruments in support of entrepreneurship, innovation commercialization and in-house business innovation.

Results Chain

Input



Output	Outcome	Impact
2 regulations and policy reforms	Time and cost to comply with regulations	Private investments (EUR 70m)
PPD created	# of FITD instruments enacted through PPD	% share of GDP growth of sector (3%)
Institutional capacity-building	FITD strengthened	% growth in total industry (1.5% y-o-y)
Financial instruments and volume committed	15% of private funding mobilized in FITD	% share MHT exports (55%)
SME support programs	60 SMEs trained/supported	
FITD accelerator programs	Patents for innovation	Gross number of jobs (10,000)
CoEs and FabLabs		

GEORGIA Competitiveness and Innovation Program

Leverage A series of three Development Policy Financings (DPFs) (US\$180 million); a new Investment Project Financing (IPF) for ICT and Innovation (US\$40 million); and State budget allocation for newly formed agencies (US\$36 million)

Partner coordination European Commission; US Agency for International Development; European Bank for Reconstruction and Development; Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

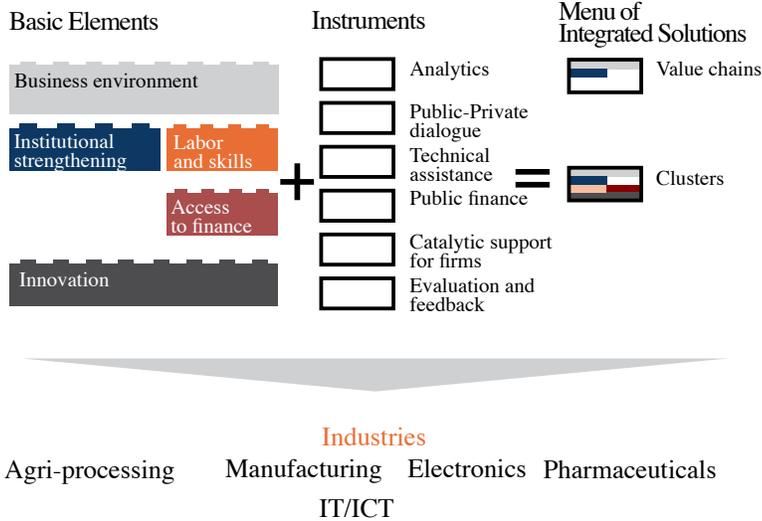
Over the course of FY15 the CIIP team has facilitated PPDs (through the new Investors Council and the Research and Innovation Council both of which are chaired by the Prime Minister) and worked to ensure that decision making process is more transparent and inclusive, and businesses (particularly domestic SMEs) are well represented in the decision making process. The CIIP has supported the creation of the Research and Innovation Council, formally established in February 2015, by providing advice on the concept, structure and operational model.

In addition, the CIIP also assisted in establishing Investors Council together with the European Bank for Reconstruction and Development (EBRD) by providing the international best practices. The Council created in May 2015, serves as a crucial platform for promoting constructive dialogue between the private and public sector, as well as stimulating local and foreign investment by addressing obstacles that investors face.

Furthermore, the CIIP provided critical technical assistance to strengthen the capacity of the newly established GITA in order to develop innovation infrastructure and conduct the pilot financing instruments in support of entrepreneurship and innovation. GITA is expected to act as an implementing agency for the new proposed IPF. CIIP supported the National Innovation Strategy 2020; and provided extensive support in designing and implementation of GITA's of a mini-grant program for technology innovation. Grants of up to US\$25,000 were awarded to proposals aimed at establishing and/or further developing the commercial viability of a new technology-based product, process or service and finding new applications of innovative technologies. GITA completed a competitive call for proposals which led to the piloting of two fabrication labs (Fab Labs) and three innovation labs (iLabs) for mobile programming, computer gaming, and digital graphics, hosted by top universities.

Results Chain

Input



Output	Outcome	Impact
Regulations and policy reforms (Innovation Strategy)	Time and cost to comply with regulations	Private investments
130 teachers/specialists trained	Access to skills	Share of exports of supported sector
3 PPDs set up - Investor's Council, Reserach and Innovation Council US\$ 2.1 million for capacity building of institutions	3 reforms enacted through PPD Effectiveness of institutions	New firms (102) Social spillovers
"Produce in Georgia program designed" US\$ 27 million committed to SME support program	US\$ 52 million of financing approved 51 firms accessing additional finance 55 SMEs trained	Gross number of jobs (by gender) (555)
0.2% of GDP spent on innovation and R&D Innovation infrastructure - 2 fab labs and 3 innovation labs, 8 IT garage incubators	Patents for innovation \$2.5 funding for innovative activities (for GITA)	

HAITI Strengthening Competitiveness Implementation Capacities

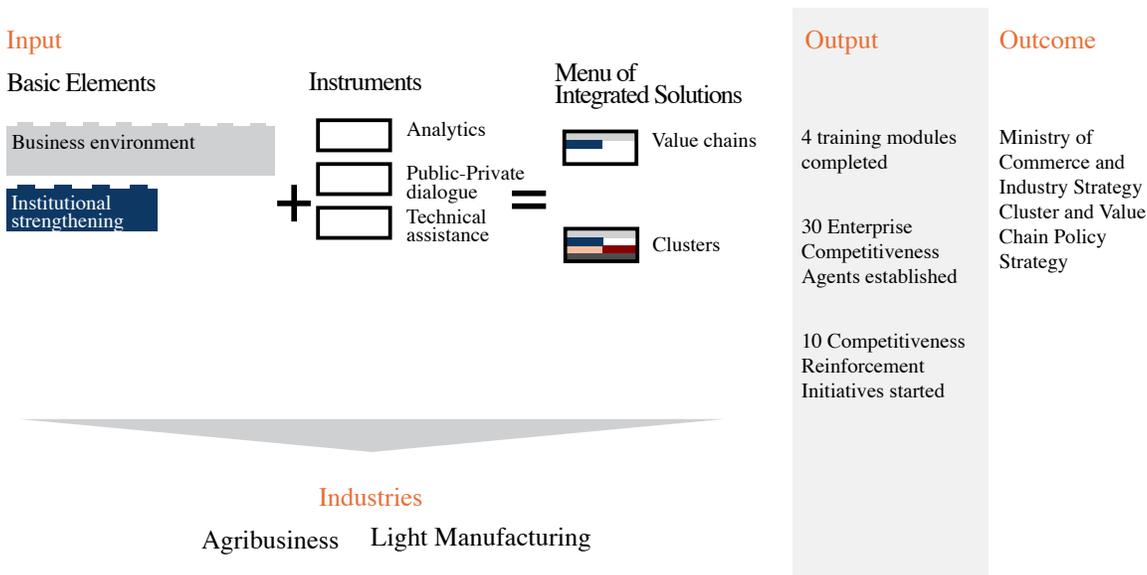
Leverage Business Development and Investment Project (\$20 million)

Partner coordination US Agency for International Development, Inter-American Development Bank, European Commission - PAMCI

Private sector development continues to be the central pillar of the Haitian government’s post-earthquake recovery and long term development strategy. With financial and advisory support from CIIP, Haiti’s Ministry of Commerce and Industry (MCI) has developed a new policy strategy over the past year based on a cluster or value chain strengthening approach, in order to promote decentralized economic growth and investment. The CIIP support also incorporates PPD and institutional capacity building in order to assist the government in developing successful competitiveness strategies. CIIP’s support has significantly influenced the discourse around private sector development in the Haitian public and private sectors.

Over the past year, the CIIP-supported Enterprise Support Services (ESS) Program in the MCI was launched and became fully functional in all 10 Departments of Haiti. The program’s 30 Enterprise Competitiveness Agents (ECAs) are working to increase local competitiveness in each Department through sector-specific Competitiveness Reinforcement Initiatives (CRIs). The ECAs also simultaneously benefit from continuous and intensive competitiveness training on the CRI methodology that CIIP provides. In their training sessions, the ECAs gain practical knowledge of competitiveness promotion topics, including location theory, industrial districts, clusters, industry analysis, strategic segmentation, and value chain analysis. By end of FY15 the agents had participated in four out of six planned training modules. They have entered the strategy development phase of the first 10 simultaneous CRIs that are gaining traction throughout the country. The ECAs have interviewed over 400 local cluster members, and nearly 400 people attended the first public meetings. The ECAs have also conducted their first international reference trips in which they learned about the best practices of industry leaders in their respective global value chains. That experience will help them in the development of competitiveness strategies for their local value chain members.

Results Chain



KAZAKHSTAN Competitiveness and Economic Diversification Project

Leverage Component in SME Competitiveness and Access to Finance Project (\$6 million); inform approximately \$2.1 billion of the Partnership Framework Agreement for Sustainable Development and Inclusive Growth

Partner coordination Organization for Economic Co-operation and Development, European Commission

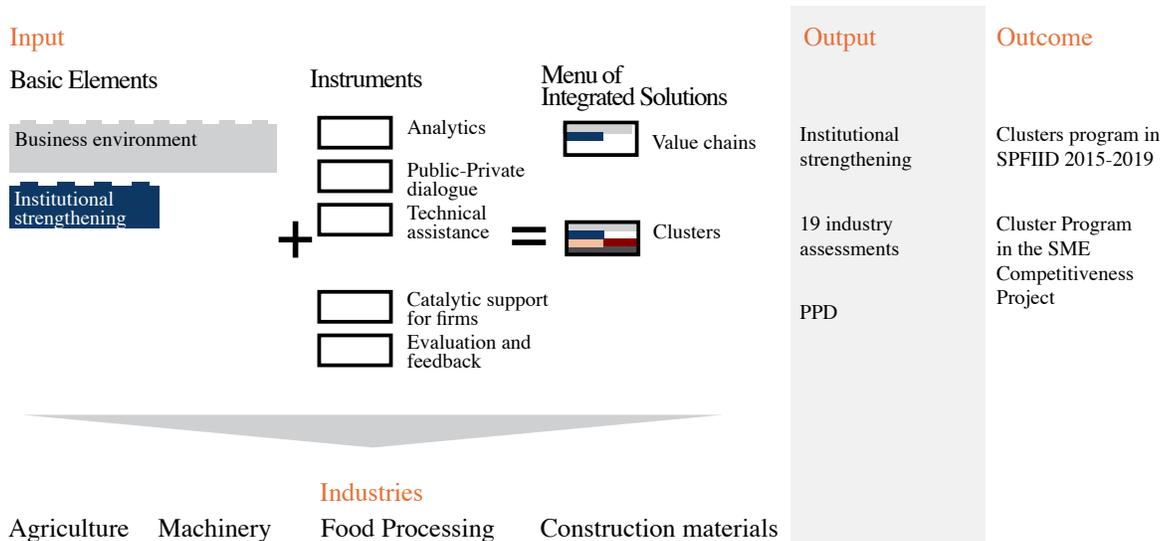
During FY15, CIIP focused on developing and ensuring support for the Competitive Sectors component of the SME Competitiveness project. CIIP supported the policy dialogue on SME competitiveness with the new administration. The grant also supported the dissemination of good practices and dialoguing with the client during a workshop and public-private dialogue forum on clusters (October 2014); commenting on the territorial clusters program in the State program of forced industrial-innovative development (SPFIID) 2015-2019 (December 2014-February 2015); holding a workshop to illustrate good practices in cluster development (February 2015); agreeing with the client on required adjustments to SPFIID 2015-2019, and continuing dialogue to support implementation of the changes (April-May 2015, also to be supported under a DPL).

The grant funded assessment of the 19 industries that the Government proposed for inclusion in its cluster development program. The assessment short-listed 5 industries and examined them in detail across 8 regions, and also conducted detailed analysis of economic conditions in these regions. The assessment concluded that the three “clusters” of focus would be: fruit and vegetable products in South Kazakhstan; agricultural machinery in Kostanay; and vocational education in Karaganda. The short-listed 5 industries were: agriculture (crop and livestock), food processing, construction materials, machinery, and education. The regions of focus were: Aktobe, Kostanay, North Kazakhstan, Akmola, Pavlodar, Karaganda, Almaty, and South Kazakhstan.

Kazakhstan has a good agricultural base, is a successful exporter of wheat, and has the potential to further develop its agricultural potential, but needs to bear in mind environmental constraints and natural limits to scale. It is recommended and feasible to move from merely exporting agricultural goods to higher added-value goods (processed food). Also, with the recent stark drop in wheat prices, diversification is highly recommended.

The grant also supported the government’s process of consulting with the private sector and disseminating its plans to support increased competitiveness through support to cluster development. This has resulted in the design and inclusion of a \$6 million component on Competitive Sectors in the \$46 million SME Competitiveness Project, which was approved by the WBG in March 2015, and is expected to become effective in September 2015. Through this collaboration, the WBG team has also provided advice on the implementing arrangements for the Government of Kazakhstan’s over-arching industrialization program, which will enhance the market and competitiveness focus of the program.

Results Chain



SIERRA LEONE Growth Poles Program

Leverage IDA Operation (\$15 million)

Partner coordination UK Department for International Development, GIZ, African Development Bank, European Commission

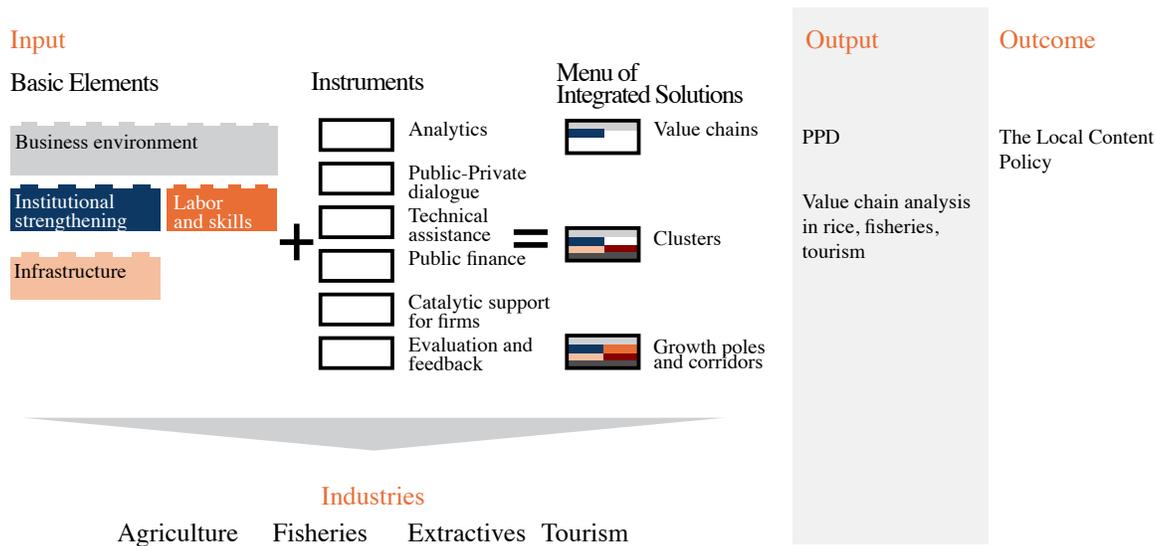
From May 2014, during the implementation of the grant, the country was hit by the deadly Ebola Virus Disease which has affected virtually every district but one. The viral nature of the disease has affected the operations of many FDI's especially in the mining, agriculture and service sectors; therefore, it has significantly impacted private sector development in Sierra Leone. Companies faced labor shortages in addition to cash shortages as investment dried up. The industrial mining boom stopped (with shutdown of London Mining operations, and sale of African Minerals' mine) thus negatively impacting Sierra Leone's short-term prospects and longer term ones to reach middle income status. As a result of reduced activities in these sectors, estimates of GDP growth in 2015 have been revised from +8.9% to -2.0%, and with an expected forgone GDP estimated at US\$920 million.

The Grant has been implemented in two Phases, Phase I included Ongoing Identification, Diagnostics and Dialogue and was conducted from (July 2013 to September 2013). During this phase, growth pole locations were identified, a mapping of stakeholders financed projects (public, private, donors) was done and synergies with partners were identified, and work with private sector had started particularly around the Local Content Policy in extractives industries.

Phase II, the priority sectors were identified with Government and the private sector (mining related services, fisheries, tourism, and rice value chain) and that a PPD was started for the local content aspect (mining related services) with local private sector, large foreign companies, and the Ministry of Trade and Industry.

In light of the recent developments, the CIIP grant has enabled the Government to redesign its long term strategy on growth poles to also include an Ebola Response element for the private sector. The redesign elements are focused on, the institutional capacity building, access to finance to support technical assistance and skills development.

Results Chain



TANZANIA Developing Local Industries Connected to Natural Gas Discoveries

Leverage Forthcoming IDA Growth Poles operation (\$100 million)

Partner coordination UK Department for International Development, The government of Norway, European Commission, GIZ

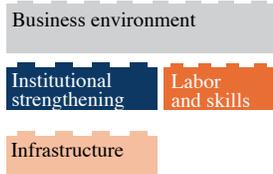
Over the past year, CIIP’s team has conducted an in-depth analysis of local content opportunities and identified three macro value chains which could supply the LNG plant construction (an investment that could go up to US\$15-20 billion). These include: a) catering and agribusiness: would capture the most value given the low level of capability required to supply these markets; b) the construction, civil engineering and transport sector, depending on the ability to improve quality and standards; and c) support services, ancillary services with low level entry barriers and high potential for local job creation (in particular, cleaning, security, landscaping services and temporary employment agencies). Overall, the team estimated that these value chains, split into 11 “industry clusters” for analytical purposes, could generate between ~US\$800-1,100 million in domestic value added (profits plus labor payroll), ~US\$750-1,000 million in local purchases of goods, and an average of ~4,000-5,000 local jobs during the project life, if the right interventions (including enabling policies, investments to upgrade suppliers’ quality and standards, and to improve skills) are implemented before the LNG final investment decision.

The Tanzania CIIP’s team has also organized a series of public-private dialogue discussions (4 “roundtable dinners”) with the government, private sector, civil society organizations, academia, and donor organizations, sharing experiences from other resource-rich countries and proactively helping the country navigate the political economy risks typically associated with natural gas investments. The team’s analytical activities as well as the policy dialogue on local content is expected to inform the Government’s policy formulation process by feeding into the final version of the Local Content Policy (including the related regulations) and the Natural Gas Act (currently under preparation), as well as the second Five Year Development Plan (2016/17-2020/21). Additionally, the analytical findings are creating the basis for the preparation of a lending operation anchored to the ongoing gas-related investments in the Mtwara/Lindi area in Southern Tanzania. The objective of the proposed operation would be to foster the development of a gas value chain in order to accelerate the creation of productive jobs and promote inclusive development through a tailored package of firm level interventions - including access to finance instruments directed both at anchor investors and their local suppliers - and investments in enabling infrastructure.

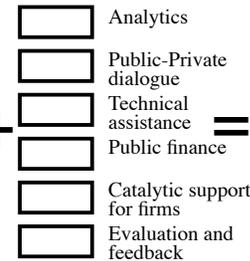
Results Chain

Input

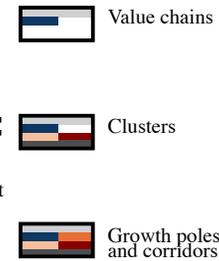
Basic Elements



Instruments



Menu of Integrated Solutions



Output

Local content assessment related to the LNG plant construction

Outcome

Local content discussion

Industries
Extractives

TUNISIA Sector Competitiveness Diagnostic and Public-Private Dialogue

Leverage Third Export Development Project (\$50 million)
Partner coordination African Development Bank, European Commission

Over the course of FY15 the CIIP team has focused its efforts on helping Tunisia strengthen a number of promising clusters: electronics, IT services, pharmaceuticals and garments. The CIIP grant was used to identify and prioritize, through sectorial public private dialogues (PPD), the most binding constraints to competitiveness and exports in each sector. The grant was also used to develop action plans to enhance the competitiveness and increase exports in each of these sectors. Further, the CIIP funds were used to support Tunisia’s Third Export Development Project (PDEIII) which will become effective in June/July 2015.

The transitional government which was in power from January to December 2014, included most of the policy recommendations made through the four CIIP-sponsored PPDs in its “vision 2030”, and has integrated the most relevant ones, in the final design of the PDEIII (signed in August 2014). Also, following the PPDs, the government issued a decree to upgrade the regulatory context of clinical trials and pharmaceutical services. The new government, which took office in January 2015, is currently reviewing the “vision 2030” document and subsequent national economic strategy/plan. At the same time, it is working with the private sector on the refinement and implementation of the remaining recommendations of the CIIP-funded PPDs focused on pharmaceuticals and electronics.

One of the most significant accomplishments of the CIIP grant to date is the creation of public demand for a long-term sustainable PPD process in Tunisia. To that effect, the government requested further technical assistance from the CIIP team for the creation of a special unit within the Prime Minister’s Office that would not only focus on the implementation of major economy-wide and sectoral reforms, but also help organize such PPDs across other sectors of the economy. On May 16 2015 the first workshop was organized by the CIIP team to discuss that idea. It featured participation of Tunisia’s Prime Minister and key ministers (finance, economic development and investment, and ICT).

Results Chain

Input

Basic Elements

Business environment

Institutional strengthening

Access to finance

Instruments

Analytics

Public-Private dialogue

Technical assistance

Catalytic support for firms

Evaluation and feedback

Menu of Integrated Solutions

Value chains

Clusters

Output

PPD

Outcome

Industry Cluster
Policy dialogue

Industries

Pharmaceuticals IT Garments and Textiles Medical tourism

VIETNAM Regional Competitiveness and Job Creation Project

Leverage Forthcoming IDA Regional Industry Competitiveness Project (\$96 million)

Partner coordination Government of Switzerland, Government of Japan, Government of Korea, European Commission

CIIP continues to assist the Government of Vietnam and the World Bank to better understand how to increase the potential of the Nghi Son Economic Zone (NSEZ) growth pole to generate employment and attract investment. This has been done through institutional and demand assessments. CIIP facilitated an assessment of the demand generated by large investments for labor, products and services in Thanh Hoa. These demand assessments include the Nghi Son Refinery and Petrochemical project.

Given the potential of the \$21 billion investments in NSEZ during 2014-2020 and the current low level of linkages, CIIP supported the initial design of a supplier development program to increase the capability of local enterprises to serve anchor investors, reflecting best practices. As access to credit is the most significant binding constraint for enterprises in Thanh Hoa, CIIP facilitated the design of a line of credit that provides long term investment finance and working capital to SMEs in business households. Moreover, a preliminary analysis of the economic and financial returns of the supplier development program and the line of credit has been developed, showing the possible fiscal returns to the government. In April 2015, the government decided to switch the project owner from the Ministry of Planning and Investment (MPI) to Thanh Hoa People's Party Committee (THPPC). This will extend the design of the related IDA operation, included in Phase III of the CIIP grant.

This year the CIIP financed the completion of (i) SMEs surveys which assess constraints and needs of entrepreneurs seeking to contract with large FDIs, and (ii) safeguard documents related to RICP. Now that the selection of the counterpart for RICP has been finalized, the activities will be revamped rapidly during the second half of 2015.

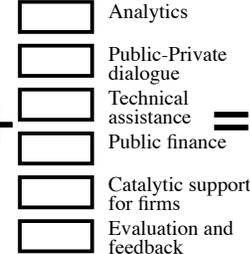
Results Chain

Input

Basic Elements



Instruments



Menu of Integrated Solutions



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Output

SME survey report

Outcome

Policy dialogue on SEZ support

Industries

Cement Petrochemicals Power Steel

GLOBAL KNOWLEDGE DELIVERABLES

All CIIP global knowledge activities aim to promote operational learning through active knowledge sharing among project teams, partners and country stakeholders. The ultimate goal is to inform the design and improve the overall effectiveness of country programs.

Implementing Industrial Policy — Lessons Learned

CIIP grant has helped distill and widely disseminate the latest body of knowledge on how to find and implement the right instrument that will work in the unique political economy contexts of each of our client countries. The two papers on flexible delivery and implementation, a case study on delivery units, and two high level conferences, have together curated this body of existing knowledge, as well as pushed the frontiers of new knowledge, on industrial policy implementation in several political economy contexts.

In FY15, the final in a series of policy research papers, on “Doing, Learning, Being: Some Lessons Learned from Malaysia’s National Transformation Program” (www.bit.ly/1FRHphT) was finalized and published (January 2015) and is being disseminated since then. It is based on three field missions to Malaysia that concluded in May 2014. The case study analyzes the context and performance of the Malaysian Prime Minister’s Performance Management and Delivery Unit (PEMANDU), created in 2009. It then draws lessons that would be applicable to delivery units, more generally, in developing country contexts. Concretely the lessons learnt in addressing coordination failure from this assessment, is being replicated and directly benefit the Jamaica, Burundi and the OECS projects.

Since then, the operational research agenda of the CIIP has been expanded to include on topics such as Special Economic Zones, small and medium size enterprise support, and the political economy of new industry strategies. Strengthening the Competitive Sectors network worldwide is being given special attention.

Implementing Industrial Policy — Evidence of Impact

Building on the success of the inaugural event held at the WBG Headquarters in the fall of 2013, in FY15 the team organized a follow-up global conference titled: “New Growth Strategies: Delivering on their Promise?” (theciip.org/newgrowth2014). The overall theme of the event, which attracted over 700 participants - double the participation compared to the inaugural conference, was exploring the effectiveness of industry level efforts across different countries.

The keynote address at the opening of the event was delivered by Professor Dani Rodrik of the Institute for Advanced Study in Princeton. It gathered practitioners from

varied backgrounds who shared their experiences. The conference also brought world-class thinkers and academics who presented their theories and research; also speaking were representatives of government and the private sector. The event provided ample opportunity for debate with a number of lively discussions between panelists and the audience. The two day conference provided opportunity for CIIP experts to disseminate the latest body of practical experiences from implementing CIIP projects and knowledge initiatives through a number of smaller workshops organized on the second day. Sessions were webcast enabling even wider global audience to participate. This is particularly relevant for strategy development for smaller economies in the Africa Caribbean Countries, which suffer from thin markets, low level density of firms and that are highly export dependent. The discussions have been useful in the preparation of competitiveness projects in West Africa.

Innovation Policy Platform

The Innovation Policy Platform (IPP) (innovationpolicyplatform.org) is a joint program between WBG and the OECD and over the past two years it has managed to build a sustainable platform whose content and functionality are increasingly utilized by the innovation policy community while constantly upgrading platform functionality and offering its users technological advancements. The expansion and utilization in Africa, the Caribbean and the Pacific is in its nascent stage and provides the platform for these countries to apply at low cost an Innovation Institutional assessment. It enables policy makers in ACP countries to access useful benchmark of interest such as Vietnam.

Following the launch of the IPP beta site in mid FY14, which included publications, statistics and web pages produced by the OECD and World Bank, the IPP project has focused on building innovation policy community of practice (CoP) and further developing technical functionality on the platform. Communities’ space is designed to facilitate participative knowledge exchange and collaboration between policy makers, analysts, international organizations and other non-governmental stakeholders and it supports different types of content: blog posts, discussions, a file-sharing system, collaborative editing, calendar events and links to external content.

Today IPP contains over:

- 300 technical webpages that discuss and summarize a wide variety of innovation policy related topics
- 1000 OECD chapters and working papers and 200 World Bank publications that have been tagged and linked to the IPP’s topic pages and country profiles
- 60 policy briefs, case studies and videos on different aspects of innovation policy, and also contains specific country information on around 90 jurisdictions
- 1400 statistical indicators and now links topic, country and document pages to relevant statistics
- More than 1,000 people benefit from it regularly

Competitive Cities

In FY15 the Cities Team completed the overview report: “Competitive Cities for Jobs and Growth: What, Who, and How” (bit.ly/1Njj1bw). Supplementing and informing this overview document are several companion papers that provide the foundations for the main conclusions. The report aims to understand what makes a city competitive, and how more cities can be competitive.

The goal of this research has been to create a robust body of knowledge to address cities’ questions on benchmarking their performance, on analyzing what has worked and what has not, and on understanding how to organize for delivery in different contexts. The report aims to analyze what makes a city competitive and how more cities can be competitive. Its objectives are: to understand what drives the economic outcomes of cities; and find an evidence-based approach for economic development strategies that maximize those outcomes.

A “competitive city” successfully facilitates its firms and industries to grow jobs raise productivity and increase incomes of citizens, therefore, the report argues that improving the competitiveness of cities is a pathway to eradicate poverty and increase shared prosperity. Millions of additional jobs could be created every year if more cities performed at the level of the world’s most competitive cities. The analytical work generated by the CIIP team has led to multiple country engagements and policy dialogue in Burundi, Kenya, Tanzania, etc., where the CIIP/Bank team provided direct technical support to city councils. In order to enhance

collaboration with the Donor community and establish a knowledge platform, the team engaged Development Partners in the field (Tanzania and Burundi) and participated in the EU Development Days (June 2015).

Industry-Specific Global Value Chain Analyses

In the past year the CIIP team completed the first of a series of Industry-Specific Global value Chain (GVC) Analyses (bit.ly/1LfO3Pj). The first piece of work, (focused on the automotive sectors in Colombia, Mexico, Serbia, Macedonia, Vietnam and Thailand) allowed the team to demonstrate that different types of capital-, energy-, knowledge-intensive activities need to be present or nurtured in order to successfully link countries to value chains at the local, regional and global level.

In doing so, the team supported the preparation and is now supporting the implementation of a WB supplier development project in Macedonia as well as an IFC Automotive Backward Linkages project in Macedonia. The Grant is also helping to put the GVC agenda among the private sector development priorities of the Serbian government. One component of a \$100 million WBG project on Competitiveness and Jobs in Serbia will focus on value chains. In addition the outcomes are influencing the design of the Burundi (agri-business value chain), the Tanzania local content agenda, and the discussion of new policy dialogue in Nigeria and Uganda.

CHAPTER 2

Second Wave of CIIP Projects and Knowledge Initiatives

CIIP's successful second call for proposals yielded 27 funding proposals. Following a competitive selection process which involved extensive consultations with WBG project teams and all CIIP donors, including with their staff in country offices, and other development partners, the CIIP selected a group of 7 high-impact operations and 4 knowledge initiatives which will support the affirmative efforts of Track 1 and Track 2 countries. The selection criteria used to identify these 7 new country operations included, but were not limited to (i) geographical focus on ACP countries, (ii) convincing design anchored in strong PPD mechanisms, (iii) potential and transformational impact, (iv) complementarity and jointness within the World Bank Group and with other partners like the EC, the ACP, (v) sustainability, and (vi) donor priorities.

Several of the applications received were accompanied by letters of request from the government asking specifically for CIIP support. All proposals received in this round showcased an increased understanding of the competitive industries approach and utilization of a wide range of tools and methodologies that support sector identification to target industry-led growth. The CIIP team, in consultation with its partners, is working extensively with the project teams to finalize their proposals.

This chapter provides details of these 7 projects and 4 knowledge initiatives.



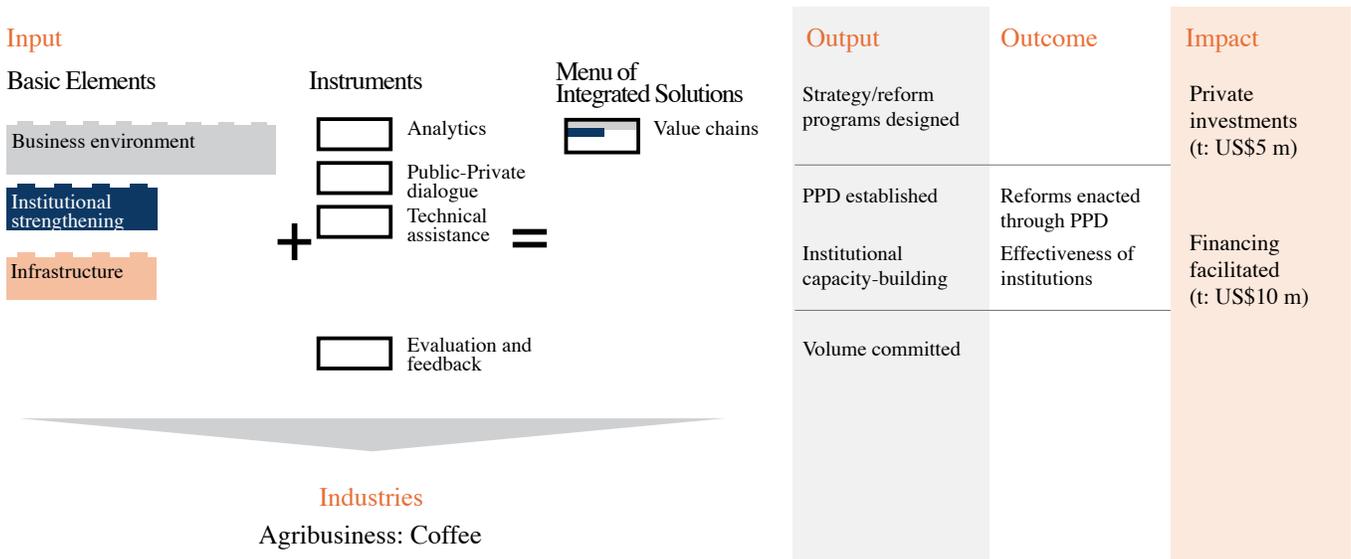
BURUNDI Coffee Export Competitiveness Support Project

Leverage Coffee Sector Competitiveness Support Project (\$45 million) under preparation
Partner coordination USAID, TMEA, AFD, Dutch Embassy

Coffee production constitutes a key source of income for about half the population in Burundi and accounts for 60 to 80 percent of the country’s export earnings. The recent partial coffee privatization has resulted in a dynamic but fragile coffee sector characterized by poor quality, low productivity, lack of access to finance, limited investment, farmers’ withdrawal, and weak institutions. Productivity is 3-4 times lower than international standards, despite evidence that Burundi can produce some of the highest quality Arabica coffee in the world. This makes it attractive for further private sector-led investments, with the potential to positively impact overall sector performance and household incomes. Despite the current low and declining productivity level of the coffee sector in Burundi, it continues to play a vital role in the country’s economy and represents the main industry and export product – accounting for 60 to 80 percent of the foreign currency earnings. The coffee value chain in Burundi has both comparative advantage and strong opportunities to reverse the current trends: (a) climate and altitude to produce specialty Arabica coffee that attracts premium prices on the world market; (b) opening of the sector to private investors; (c) local producers interested and experienced in growing coffee; (d) emerging farmer associations and private-led governance structures; (e) well-established processing infrastructure - washing stations and dry milling capacity to support increased production of high quality coffee; (f) increasing worldwide consumption with an average annual growth rate of 1.9 percent during the last 50 years and a high demand for specialty coffee in developed markets; and (g) in term of the macro-economic situation of the country, Burundi is too heavily dependent on the export proceeds generated by coffee to be able to afford a failing coffee sector.

It is expected that the CIIP intervention will help improve sector competitiveness and farmer incomes through: promotion of quality and productivity-enhancing private investments; addressing some structural and regulatory issues constraining sustainable growth of the sector post-privatization.

Indicative Results Chain



JAMAICA Support of Competitive Industries

Leverage IBRD's Foundation for Competitiveness and Growth Project (FCGP) (\$50 million), World Bank's First and Second Development Policy Loans (\$205 million), EU-funded IFC Food SME Project (Euro 3 million)
Partner coordination EU, others

Achieving economic transformation through a competitiveness boost is a key strategy of Jamaica's Vision 2030 national development plan, which includes the goal of a prosperous economy achieved through internationally competitive industry structures. The CIIP funding supports this agenda by accelerating the implementation of the FCGP, while leveraging complementary policy support and industry investments under the DPLs and IFC Food SME project.

CIIP intervention will be constructed around two components. Component 1 supports analytical and advisory services to GOJ's implementation of sector planning work, and PPP and privatization strategies at the sectoral level. It will also leverage value chain analyses under the IFC Food SME Project, with a focus on the real sectors (such as agriculture and manufacturing), as well as new sector and sub-sector analyses and firm-level data collection and impact evaluation, to inform the SME support programs under the FCGP. This component is expected to contribute to increased private investments, capabilities upgrading and strong growth of SMEs in the country. In addition to the sector-specific competitiveness work proposed in this component, there are a range of business environment constraints and inefficiencies that hinder competitiveness across industries. Component 2 supports critical investment climate reforms that are targeted by the DPL series, and for which the FCGP is financing via TA, but for which GOJ will require additional implementation support. Specific activities funded by the project include TA to support competitive SEZ design and related public-private dialogue (PPD) mechanisms with international firms/investors, and TA to support GOJ implementation of the new development approvals process regime. This component is expected to contribute to increased private investment, employment in the SEZ, reduce time to obtain construction permits. Both components will provide extensive knowledge transfer and capacity building for GOJ.

Indicative Results Chain

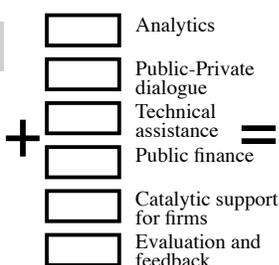
Input

Basic Elements

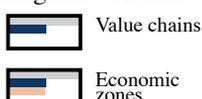
Business environment

Institutional strengthening

Instruments



Menu of Integrated Solutions



Industries

Agribusiness Manufacturing Logistics Tourism

Output

Regulations and policy reforms
SEZ regime

PPDs established (t: 5)

Institutional capacity-building

SME support programs

Outcome

PPD impact on reform process
Effectiveness of institutions

SMEs trained or supported

Impact

Private investments (t: US\$ 50 m)

Gross number of jobs (t: 8,000)

MAURITANIA Nouadhibou Eco-Seafood Competitive Cluster

Leverage T&C Project (IDA Credit, IBRD Enclave Loan, and Guarantees)

Partner coordination French Development Agency (AFD), the European Investment Bank (EIB), ICD of Islamic Development Bank (ICD-IDB) and the EU Delegation

With most of natural resources (fish, iron ore, gold) being concentrated in the North, Nouadhibou Bay – Mauritania’s economic capital– has an unprecedented opportunity to catalyze country wide inclusive growth for the long term benefits of its population. This CIIP Track 3 proposal aims at leveraging co-financing and project funds to sustain industries specific PPD and bottom up competitiveness initiatives to trigger PPP projects.

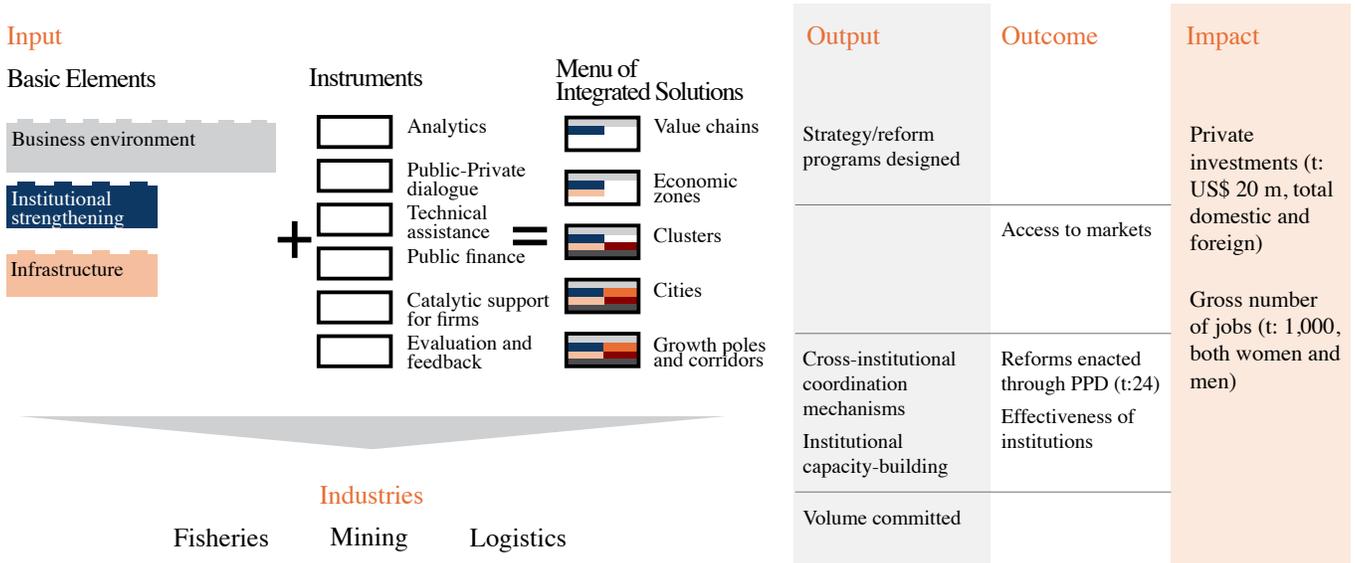
The project development objective is to attract private investments and to create jobs through the establishment of an Eco-Seafood Competitive Cluster and support of SMEs servicing it. This objective will be achieved through the following instruments and using the full menu of integrated solutions (Nouadhibou Bay/ Free Zone as a Growth Pole for Mauritania, Fresh Fish Value Chain, Green/ Competitive/ Logistics Cluster, Integration Zone-City):

1. Technical assistance for the creation of a privately-operated eco-seafood competitive cluster in Nouadhibou bay with the required amount of public and private investments (PPI);
2. Catalytic support to firms, particularly youth and women led local MSMEs, with targeted business development services, technical trainings and TA to a MSMEs program design;
3. Active support to the establishment of strong and sustained competitive industries PPDs in Mauritania at local and industry levels.

Targeted analytics, public financing advisory and evaluation of project’s progress, targets and results are part of the project preparation and implementation. CIIP will help supervise the implementation of these efforts to the level of quality required for success.

In addition to the new proposed T&C Project (IDA Credit, IBRD Enclave Loan, and Guarantees), which will be prepared in close partnership with the French Development Agency (AFD), the European Investment Bank (EIB), ICD of Islamic Development Bank (ICD-IDB) and the European Union Delegation (EU Delegation), this CIIP proposal is uniquely positioned to have an overarching and cross-cutting value added to this engagement and be regarded as the catalyzer for structuring this innovative financing project.

Indicative Results Chain



OECS Strengthening Clusters through Regional Approach: Stimulating Investment and Jobs through Tourism and Agribusiness Clusters in the OECS

Leverage Regional IDA Competitiveness Project
Partner coordination EU Delegation, others possibly

The main objective of the project is to help the strengthening of the competitiveness of the tourism sector in the Organization of Eastern Caribbean States (OECS) region, so that the region could receive a higher tourism spending and room nights sold, and to facilitate tourism to have a multiplier effect on the region's growth and job creation through stronger linkages with the rest of the economy, in particular, agribusiness.

The three sub-objectives are to 1) enhance the enabling environment for firms in the tourism clusters; 2) enhance collaboration within the clusters; and 3) strengthen linkages between the tourism and agribusiness clusters. This proposal aims to complement a World Bank OECS IDA Regional Competitiveness Investment Lending project that is in the preparation stage, and will have enough resources to focus on the investment needs of improving the competitiveness of the tourism and associated sectors. This combined approach would allow the World Bank Group to provide a comprehensive technical assistance to the region.

Indicative Results Chain

Input

Basic Elements

Business environment

Institutional strengthening

Infrastructure

Instruments



Analytics



Public-Private dialogue



Technical assistance



Public finance



Catalytic support for firms



Evaluation and feedback

+

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Menu of Integrated Solutions



Value chains



Clusters

Industries
 Agribusiness Tourism

Output

Strategy/reform program designed

PPDs set up

Institutional capacity-building

Outcome

Number of tourist sites with better access and services

Reforms enacted through PPD

Effectiveness of institutions

Impact

Private investments

Number of hotel room nights

Gross number of jobs

SERBIA Competitiveness Project

Leverage Competitiveness and Jobs Project (\$100 million)

Partner coordination EU Delegation, US Agency for International Development, UK Embassy

Serbia is struggling with a protracted stagnation following the impact of the global crisis, with the major challenge of rebalancing its economy away from consumption driven to export driven growth. For higher and sustainable growth, Serbia will need to rely more on increased capital accumulation, enhanced productivity, improved competitiveness and deeper integration with global markets. The Government of Serbia has requested the WBG's help with this agenda through a Competitiveness and Jobs results-based lending operation (under preparation) and a complementary CIIP grant.

The CIIP project has two components designed to leverage the lending operation. The first addresses the crucial issue of policy coordination and results-based management for the inter-ministerial competitiveness and jobs agenda. Serbia has a range of policies and programs spread across several ministries that aim to address competitiveness and jobs challenges. These initiatives are not well-coordinated or monitored and in many cases their effectiveness is not known. Resources are not necessarily channeled to the policy measures and investments with the highest potential impact. This component also aims to increase the effectiveness of government spending targeting competitiveness and jobs by introducing a pilot results-based management framework within key ministries. This is expected to lead to better designed and better coordinated policies, since they will become part of a clear, strategic framework with a robust monitoring and evaluation system. The second component supports institutional strengthening around investment and export promotion by helping reform the Ministry of Economy's development agencies. This includes supporting the development of a strategic framework and action plan for investment and export promotion, as well as implementation support for the action plan. The strategic framework and action plan is expected to include the identification of target priority sectors, agency reform/ restructuring, and the development of new and improved investment and export promotion programs and services.

Indicative Results Chain

Input

Basic Elements

Business environment

Institutional strengthening

Innovation

Instruments

- Analytics
- Public-Private dialogue
- Technical assistance
- Public finance
- Catalytic support for firms
- Evaluation and feedback

Menu of Integrated Solutions

Value chains

+

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Industries

Agribusiness Manufacturing

Output	Outcome	Impact
Regulations and policy reforms on investment and export promotion	Number of firms that benefit from new services (t: 90)	Private investments
Cross-institutional coordination mechanisms Institutional capacity-building	PPD impact on reform process Effectiveness of institutions	Net number of new firms (t: 52)
Funding spent on innovation and R&D	Number of innovative products or services (t: 20)	

TONGA Development of a Core Tourism Dataset for Tonga

Leverage Pacific Tourism Project, Dateline Hotel Project, Investment Climate Rapid Response Project (IFC projects)

Partner coordination ACP, others possibly

Tourism is a cornerstone of the economy of the Kingdom of Tonga. Under the right conditions, the tourism sector has the potential to become a driver of economic growth and employment for Tongans. This CIIP grant intends to assist the Government of Tonga to increase economic impact of tourist arrivals.

Specifically the CIIP grant will develop and build capacity to develop a core tourism dataset in Tonga. This involves identifying policy and governance reforms as well as technical assistance and capacity building needs. This will be done by providing tangible metrics for the government to monitor growth and investments in the sector, in line with goals set out in the Tourism Sector Roadmap. The project will provide technical assistance to Tonga’s Ministry of Commerce, Tourism and Labor to collect, store, analyze and disseminate key data on Tonga’s tourism sector. This will also include support for creation of a cross-sectoral working group on tourism data collection, with representation of Statistics Department, Immigration Service, and ministries of Finance and Commerce, Tourism and Labor. Data collected will be shared with interested stakeholders, including the private sector, through workshops and publications.

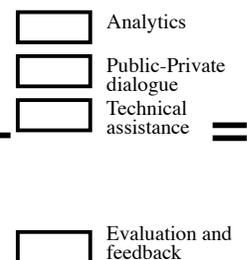
Indicative Results Chain

Input

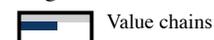
Basic Elements



Instruments



Menu of Integrated Solutions



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Industries

Tourism

Output

Regulations and policy reforms

Cross-institutional coordination mechanisms

Institutional capacity-building

Outcome

Provision of data on tourism

PPD impact on reform process

Effectiveness of institutions

Impact

Private investments (t: US\$10 m)

New Global Knowledge Analysis and Assessments

Mobilizing Local Knowledge to Improve Competitiveness Strategies

The initiative aims to create a localized and policy-relevant knowledge base and research capacity on how to improve sector-level competitiveness, investment, growth and in fine quality job creation in developing countries. This objective will be achieved through specific, in-country local research, mentored by top global peers and monitored by a high-level scientific committee, focusing on assessing the impact of current efforts, in particular for jobs, and on how the private sector and public-private dialogue influence that impact, positively or negatively. It will generate quality, empirical academic knowledge locally through a careful documentation of existing policies to promote sectoral productivity, starting with 4 countries in the ACP region, with a priority on fragile countries and small islands. It will build local capacity to generate that knowledge and create a momentum toward mainstreaming such research in the various research activities locally beyond the duration of the project. Finally it will promote the use of the contextualized knowledge thus generated to inform the local policy debate, but also enrich the global agenda on competitiveness strategies and feed into related World Bank Group's activities in-country.

The initiative started in late FY15 but has already mobilized the WBG team and its key partner, the Global Development Network (GDN), which has extensive experience and proven results in conducting Global Research Programs, to identify and enroll world leading academics as part of the Scientific Committee, such as Celestin Monga (UNIDO MD), Dany Rodrik (Institute of Advanced Study), François Bourguignon (EUDN), Charles Sabel (Columbia) and Ha-Joon Chang (Cambridge). Mentors are also being identified. The general architecture of the call for proposals is being identified so the 4 country cases provide the required richness, diversity and relevance to be of significant support to local competitiveness policies. The connection to policymaking in-country will leverage the WBG country office teams' work with governments on competitiveness issues in the target countries, with a strong emphasis on fragile countries and small islands.

Finally the visibility of this CIIP initiative leveraged the GDN annual conference in Casablanca on June 11-13, 2015 which discussed the work of young researchers from developing countries and gather top global peers, policy-makers and development practitioners.

Catching up to the Technological Frontier. Country Innovation Diagnostic for Competitiveness and Employment creation in Developing Countries

The objective of this project is to produce a global knowledge product to guide policy makers in client (ACP) countries, donor agencies and World Bank task team leaders and staff to identify constraints to firm-level innovation capabilities and better design policy frameworks to boost productivity growth and enhance competitiveness.

We are currently developing the detailed structure based on the following sections:

1. Developing a conceptual framework to better understand and measure innovation capabilities in developing countries, and their link to innovation and productivity.
2. Measuring and benchmarking firm-level innovation capabilities and productivity indicators across countries.
3. Designing and developing a framework for guiding diagnostics of innovation policy and implementing these innovation competitiveness diagnostics to a set of 4-5 countries.
4. Designing a set of policy solutions to enhance the effectiveness of innovation policy on competitiveness via a review of existing instruments and their effectiveness and developing a diagnostic tool to evaluate innovation policy capacities.

We are working on a detailed plan to produce the different sections. We are also designing the final team and engaging with other institutions in the final design of the report. For this we are planning an inception workshop. Most of the analysis and background papers are expected to be produced between August 2015 and June 2016. Final delivery is the end of 2016.

Matching Grant Study

The development objectives of the Matching Grants study are to: (i) synthesize knowledge related to matching-grant type instruments; (ii) identify design features and implementation arrangements that contribute to success or failure under different county/sector conditions; and (iii) review the appropriateness of Monitoring and Evaluation (M&E) arrangements. By gaining better understanding of what works and what does not, the study intends to guide Bank teams and clients in the design of matching-grant projects/components, and to inform mid-term reviews of ongoing projects. For the objective and scope of the study the team will use the following definition of matching grants: "the provision of short-term non-financial services to enterprises (typically SMEs) and entrepreneurs through a cost-sharing mechanism". The instrument's primary objective is to improve private sector competitiveness through the improve-

ment of firms' know-how and capabilities in a wide range of areas, including technology, marketing, operational and fiduciary management etc. A secondary related objective, stated explicitly in some projects, concerns the development of domestic consulting and private sector support services and intermediary organizations.

The initial review of all World Bank projects approved since 1992 revealed that 95 include matching grants. Matching and performance grants are an important instrument for ACP industry interventions. The team will prepare a project fiche outlining major aspects of the operation, management and impact of each matching grant. 30 of those projects will be chosen for a more in-depth study. The output of this research will include a series of findings concerning various aspects of the matching grant approach, including context specific lessons, as well as forward looking recommendations aimed at improving the efficiency and efficacy of such instruments.

Enhancing World Bank Group Support for Special Economic Zones (SEZs)

Over the last two to three decades, policy makers have implemented different forms of "Special Economic Zones" type policy interventions to help transform their economies. Developing economies hoped to attract foreign direct investment to boost exports and job creation. Even within developed economies, lagging regions have implemented economic zone policies to attract investment in hope of achieving economic growth and to create jobs. In some post conflict economies zones are looked at as a quick fix to private investment and job creation. SEZ policies are a key instrument for ACP countries to attract FDI.

The purpose of the review is to provide lessons learnt from the financing of SEZ projects using the Bank's portfolio. The review should enable policy makers to formulate appropriate objectives, output and outcome indicators when designing SEZ interventions. Furthermore, the review will assess the impact of SEZ policies using firm level survey data, in three selected locations, to serve as guidance in designing impact evaluations for SEZs and to support the application of cost benefit analysis for these interventions.

CHAPTER 3

Financial Portfolio and Resource Use November 2012 through June 2015

CIIP funding is structured around two World Bank trustee-level trust funds, a Single-Donor Trust Fund (SDTF: TF072037) to support the group of African, Caribbean and Pacific states and the Multi-Donor Trust Fund (MDTF: TF071975) to support initiatives for developing economies. These accounts are funded by approximately \$36.75 million in donor commitments of which \$34.53 million have been paid into the Bank's accounts. In FY15 the CIIP received an additional \$1.50m (NOK 11 million) from the Norwegian Government, which has supplemented the CIIP's MDTF. Additionally, since donor funds sitting undischursed under a Multi-Donor Trust Fund gain interest (per World Bank Group accounting practices), the CIIP MDTF has accrued an additional \$87,693, which will be put to use under the program, as per indicative budgets in Annex IV of the MDTF agreement and Annex III in the SDTF agreement.

Table 3.1 Donor contribution schedule

	Committed	Paid-In	Outstanding	Actual in USD			Total in USD FY14-15
				in contribution currency			
				FY13	FY14	FY15	
SDTF (ACP)							
EC	15,038,850	13,534,965	1,503,885	-	10,039,184.32	7,750,421.73	17,789,606.05
Sub-Total				-	10,039,184.32	7,750,421.73	17,789,606.05
MDTF							
Switzerland	3,000,000	3,000,000	-	1,625,652.72	1,690,140.85	-	3,315,793.57
Austria	5,000,000	5,000,000	-	6,454,500.00	-	-	6,454,500.00
Norway	11,000,000	11,000,000	-	-	-	1,494,463.69	1,494,463.69
EC	4,708,000	4,237,200	470,800	3,080,915.20	-	2,395,995.35	5,476,910.55
Investment income (a)	-	-	-	14,491.21	36,605.48	36,596.84	87,693.53
Sub-Total				11,175,559.13	1,726,746.33	3,927,055.88	16,829,361.34
Total				11,175,559.13	11,765,930.65	11,677,477.61	34,618,967.39

(a) Donor funds sitting undischursed under a Multi-Donor Trust Fund gain interest (per World Bank Group accounting practices). The CIIP MDTF has accrued an additional \$87,693, which will be put to use under the program.



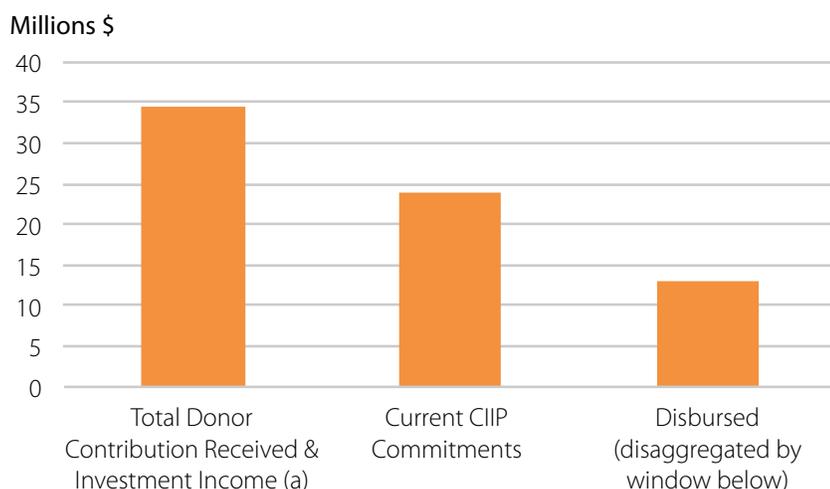
The CIIP's resource envelope is notionally split between country operations and global knowledge, analysis and assessment initiatives (25 percent) after accounting for management costs. As of June 15, 2015 approximately 35% of paid-in funds have been disbursed from the combined MDTF and SDTF accounts. This chapter offers a summary on CIIP's funding status in terms of donor contributions and project commitments, and project-level expenditures.

CIIP Commitment and Disbursement Projections

The CIIP partnership was founded in November 2013 with a five year implementation timeframe. The relative financial status for total Donor Contributions (including investment income), Commitments and Disbursement through FY15 is depicted in Figure 3.1. Table 3.2 Summary of Sources and Uses by Window shows the Donor Contributions (including investment income), the program commitments, and

disbursements both aggregated and split by the strategic funding windows of the program. The central 2% fee disbursement are not a strategic funding window, but rather are deducted by the Bank Trust Fund Administration Unit from all donor contributions at the time of the transfer per the respective Administration Agreements. Program Management fees, are also budgeted over the course of the program for supervision and technical support. The main disbursements fall under the Country Operations (ACP/World) and Global Knowledge, Analysis & Assessment windows. Commitment headroom program – is defined by the gap between the “Total Donor Contribution Received & Investment Income” and the “Current CIIP Commitments”. The total unallocated amount remaining as of June 30th 2015 is \$10,785,226, although several soft-earmarks have been agreed with the Steering Committee.

Figure 3.1 Total Donor Contributions (including investment income^a), Commitments and Disbursement



(a) Donor funds sitting undisbursed under a Multi-Donor Trust Fund gain interest (per World Bank Group accounting practices). The CIIP MDTF has accrued an additional \$87,693, which will be put to use under the program.

Table 3.2 Summary of sources and uses by window

Sources and Uses	\$ FY13-FY15
Total Donor Contribution Received & Investment Income (a)	34,618,967.39
Current CIIP Commitments	23,833,741.54
Disbursed (disaggregated by window below)	13,052,454.81
Central 2% Fee	690,625.48
Program Management	1,289,653.81
Country Operations (World)	3,424,652.58
Country Operations (ACP)	4,501,118.90
Global Knowledge, Analysis and Assessment	3,146,404.04

Project Disbursements

Table 3.2a-c serves as the itemized basis for Table 3.2: Sources and Uses. The table lists the approved projects and grant amounts along with the disbursements and disbursement projections by fiscal year. Projects in Russia, Croatia,

Cote d'Ivoire and Sierra Leone have all closed prior to FY16. Extensions have been sought by several projects including Haiti, Ethiopia, Tunisia I, Kazakhstan and the Global Value Chains study. Projects in Macedonia, Georgia, and Tunisia, along with several knowledge projects, are expected to close within the next fiscal year.

Table 3.3a-c: Project Level Disbursements

	Approved Grants	Actual Disbursed			Grant Balance
		FY13	FY14	FY15	
Table 3.3a: Country Operations (ACP)					
ACP Project Development	\$ 200,000	-	156,423.74	38,829.74	4,746.52
Sierra Leone	\$ 993,819	-	555,599.51	438,219.65	-
Cote d'Ivoire	\$ 1,206,523	-	493,895.79	699,305.69	13,321.52
Ethiopia	\$ 1,365,000	-	157,284.78	540,146.26	667,568.96
Haiti	\$ 1,875,000	-	294,516.24	594,906.52	985,577.24
Timore Leste	\$ 250,000	-	-	-	250,000.00
OECS	\$ 500,000	-	-	62,312.02	437,687.98
Burundi	\$ 300,000	-	-	-	300,000.00
Guinea	\$ 750,000	-	-	-	750,000.00
Tonga	\$ 250,000	-	-	-	250,000.00
Jamaica	\$ 525,000	-	-	122,206.20	402,793.80
Mauritania	\$ 420,000	-	-	47,704.56	372,295.44
Tanzania	\$ 299,768	-	80,660.81	219,107.39	-
Sub-Total	\$ 8,935,110	-	1,738,380.87	2,762,738.03	4,433,991.46
Table 3.3b: Country Operations (World)					
Project Development	\$ 200,000	-	30,646.88	3,987.28	165,365.84
FYR Macedonia	\$ 1,602,000	-	454,953.94	420,467.71	726,578.35
Russia	\$ 417,890	-	417,890.35	-	-
Georgia	\$ 525,000	-	159,029.48	135,488.13	230,482.39
Tunisia	\$ 788,000	-	253,742.25	295,754.80	238,502.95
Tunisia II	\$ 305,030	-	-	10,001.50	295,028.50
Serbia	\$ 750,000	-	-	149.15	749,850.85
Vietnam	\$ 1,025,000	-	144,072.45	422,243.56	458,683.99
Kazakhstan	\$ 750,000	-	168,466.39	264,824.59	316,709.02
Croatia	\$ 242,934	-	241,396.57	1,537.55	-
Sub-Total	\$ 6,605,854	-	1,870,198.31	1,554,454.27	3,181,201.89
Table 3.3c: Global Knowledge, Analysis and Assessment					
Global Knowledge, Analysis and Assessment	\$ 1,800,017	-	133,639.56	192,612.00	1,473,765.48
Global Knowledge Platform	\$ 200,000	52,168.01	57,408.23	290.00	90,133.76
Collaboration Development Community	\$ 875,860	-	78,450.65	87,769.56	709,639.69
Innovation Policy Platform	\$ 983,353	80,828.64	457,801.77	194,722.25	250,000.00
Global Value Chain Analyses	\$ 750,000	-	5,568.64	346,756.63	397,674.73
Competitive Cities	\$ 880,000	-	306,177.24	337,032.03	236,790.73
Enhancing SEZ	\$ 500,000	-	-	30,792.80	469,207.20
Experience with Matching Grants	\$ 75,000	-	-	-	75,000.00
Local Knowledge for Competitiveness	\$ 599,000	-	-	775.36	598,224.64
Innovation Diagnostics	\$ 500,000	-	-	-	500,000.00
Lessons Learned	\$ 379,952	6,660.00	301,122.10	72,170.37	-
Evidence and Impact	\$ 181,171	-	2,585.96	178,585.21	-
Sub-Total	\$ 7,724,353	139,656.65	1,342,754.15	1,441,506.21	4,800,436.23

www.theciip.org
ciip@worldbank.org