

Anatomy of PforR

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Brief Overview

- Program for Results (PforR) approved by Bank Board January 2012
 - First new instrument in 32 years
- Currently 24 operations either approved (10) or proposed
- In first two years commitments limited to 5% of annual IBRD/IDA
 - Commitments of first 8 approved total \$1.4 billion
- Review of initial experience in 2014
 - Early days. This is descriptive not judgmental!**

Typical Structure

- Disbursement against achievements measured by Disbursement Linked Indicators (DLIs)
 - Some up-front (10-20%) + annual tranches over 5-6 years
- Seen as applying to certain types of programs
 - Not big lumpy investments
- Safeguards have been a debated area
 - Fiduciary, social, environmental
 - Use of country systems (support where needed)
 - Category A operations excluded, also procurements over \$50 million, INT still has authority
 - And some operations shaped to exclude sensitive areas

Initial Operations Cover a Wide Range

- Nineteen countries, both IBRD and IDA
 - Varied levels of capacity
- Broad sector coverage: first 24 projects
 - Infrastructure 10 (Tpt 4, WSS 3, Urban 3)
 - Services 8 (Edu 2, Health 3, SP/mixed 3)
 - Governance 5 (often associated with infrastructure or service delivery)
 - Unclassified 1

This is a rough breakdown as many operations have mixed elements

What Does “Results” Mean in PforR?

- Beyond Outputs and Outcomes to include better-performing delivery Systems
 - Why? Sustainability and Leveraged Financing (programs are co-funded)
- Raises question of DLIs for systems
 - Related to debate on how to measure governance
 - Input-based or performance-based, *de jure* or *de facto*, objective or subjective, actionable or not?
 - Examples: DB vs WGI vs CPIA.....

**DLIs: Outcomes OO Outputs O, Policy actions A,
System actions SA, System outputs SO**

First Four Operations

Project Name	Country	Project Objective	Loan and (Program) \$ million
Bridges Improvement and Maintenance Program (P125495)	Nepal	Maintenance and construction of bridges in Nepal's Strategic Road Network	60 (148)
Road Rehabilitation and Maintenance Program (P125803)	Uruguay	To ensure that at least 35 percent of the Uruguay National Road Network is in good or very good condition and to improve road sector management	66 (510)
National Initiative for Human Development (INDH) Phase II (P116201)	Morocco	To improve participatory local governance mechanisms, social services, basic infrastructure, and economic opportunities for targeted groups	300 (2,100)
Urban Local Government Strengthening Program (P118152)	Tanzania	To improve institutional performance for urban service delivery in local government authorities	255 (255)

High leverage except for Tanzania

DLI Overview

- Total of 27 DLIs and 87 DLI decision points
 - Most disbursements proportional but some based on a threshold
 - Average disbursement per decision \$8.1 million
- System action DLIs are often composites
- Tanzania: governance index 49 actions
 - Average disbursement/action/municipality \$200k
- Provision for “independent” monitoring
- Provision for disclosure but not always clear on when results released

Disbursements by Type of DLI

	Output/Outcome	Actions	System Actions	System Outputs	Total
Nepal	51 (85)	0 (0)	6 (10)	3 (5)	60
Uruguay	26 (39)	40 (61)	0 (0)	0 (0)	66
Morocco	140 (47)	160 (53)	0 (0)	0 (0)	300
Tanzania	50 (20)	54 (21)	151 (59)	0 (0)	255
Total	267 (39.2)	254 (37.3)	157 (23.1)	3 (0.4)	681

- Overall about 40% output/outcome. Mainly outputs rather than outcomes.
- Nepal, Uruguay; most output-based of the four.
- Tanzania: all systems. Not possible to set baseline for decentralized outputs
- Morocco: mixed.
- Output weight higher for programs as Tanzania is not leveraged.

Conclusion

- PforR will draw attention to results frameworks
 - Hopefully leverage better management more widely
- Complexity of systems measurement
 - Good system performance (output) measures?
- Many issues will come out in the course of implementation including strength of country demand and incentives on the supply side

Stay tuned!

Thank You