

# 2



## THE WORLD BANK GROUP IN YOUR COUNTRY

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The World Bank Group (WBG) may be involved in a variety of activities in your country, from visible investment projects to behind-the-scenes research. Whether financing the construction of bricks-and-mortar projects such as dams and roads, or promoting policy reforms like the adoption of new import tariffs or the privatization of state companies, the Bank has an impact on many aspects of life in developing and transition countries around the world.

Understanding how the World Bank Group may be operating in your country is the first step toward addressing the impacts it has on people and the environment.

### **The Big Picture: What's the World Bank Group's plan for your country?**

Many factors determine World Bank Group (WB) activities in your country. Borrowing governments propose projects

for which they seek Bank support. At the same time, the Bank has its own priorities, reflected in its sector, country and regional strategies. Finally, powerful donor countries on the Bank's Board of Directors seek to ensure that their own interests are served by the institution's operations. What ultimately takes place in your country is a result of how these different factors interact.

The World Bank Group says that all of the projects it supports in a country are requested by the government or defined on the basis of a government's stated vision for development. In reality, borrowing governments and/or the public often do not have sufficient influence over the development of key strategic documents guiding Bank activities in their country.

In low-income countries eligible for IDA money, World Bank Group activities are ostensibly guided by the country's own **Poverty Reduction Strategy Paper (PRSP)**. A borrowing government prepares a PRSP to outline the country's priorities and targets for reducing poverty over a 3-5 year period. Countries have been developing PRSPs since 1999, when the World Bank Group began requiring them in order for countries to gain access to debt relief. PRSPs are publicly-available government documents.

Although public consultations are supposed to help set the government's strategy, civil society organizations in many countries argue that the consultation process remains flawed, and that governments are unduly influenced by the priorities of the Bretton Woods Institutions. This is because PRSPs are subject to WB/IMF endorsement and often fail to discuss the most controversial and sensitive economic issues, such as trade policy and privatization.

The World Bank Group prepares a **Country Assistance Strategy (CAS)** (or equivalent document) for each country in which it operates. The CAS, which is subject to approval by the WB Board, outlines Bank priorities in a country over a three to five year period, as well as the Bank's planned project and policy lending, research and technical support for the country. For low-income countries, the CAS is supposed to



### **IT'S ALL IN A SCORE HOW MUCH MONEY YOUR COUNTRY GETS FROM THE BANK**

For low-income countries which receive IDA funds, the lending scenarios identified in the CAS are largely dependent upon how high a country scores on the Bank's Country Policy and Institutional Assessment (CPIA). The CPIA grades each IDA country on the basis of its economic management, business regulations, social policies and governance performance. CPIAs have generated controversy because of the Bank's sole control of the choice of indicators and their evaluation, and the failure to make the results public.



## VARIATIONS ON THE CAS

- **Country Partnership Strategies** have replaced the CAS in some middle and upper-middle income countries
- **Transitional Support Strategies** are prepared for post-conflict countries and outline the transition from short-term emergency lending to longer-term development lending
- **Country Reengagement Notes** are prepared for countries that have previously been ineligible for World Bank loans and grants, often because of arrears, in-country conflict or disputes with the Bank.

draw upon the priorities described in the PRSP. The CAS also specifies the total amount of World Bank Group funding available for activities in a country over the coming years, and provides different “lending scenarios” (base case, high case, low case) according to which a country may access more or less Bank funding, depending on its fulfillment of specific policy reforms and other actions (often called “triggers”). The CAS is a publicly-available document; it is released only after it is approved by the Board, and only if the borrowing country agrees to its release.

Bank staff is supposed to gather input from the government, civil society and other interested groups when preparing the CAS. However, as with the PRSP, consultations are often flawed. There is no strict requirement that public consultations be held during the drafting of the CAS or that copies of the draft strategy be made publicly available for comment. While it is becoming increasingly common for Bank staff to contact civil society in the course of the preparation of the CAS, and in some countries to publish draft CAS documents, comments received are often not reflected in final country strategies.

## TIPS AND CAUTIONS ABOUT THE CAS AND PRSP PROCESSES

Although public consultations on the PRSP and CAS may provide useful opportunities to influence the debate about development priorities or to shape the Bank’s intervention in your country, civil society should have realistic expectations about what engagement in these processes will achieve and be cautious about investing energy in them, absent guarantees that public input will be taken into account and that all issues, including controversial economic policies, will be open to public discussion.

- **objectives** the Bank is trying to accomplish through the CAS;
- **lending scenarios** (base case, high case, low case) indicating how much money the Bank will make available for your country;
- **“triggers”** which indicate specific policy reforms and other actions required of your government to access higher or lower levels of aid;
- **proposed project pipeline**, identifying specific planned lending projects and studies.

Find out when the next CAS is being developed for your country: [www.worldbank.org/cas](http://www.worldbank.org/cas)

Find out whether your government has developed and published a PRSP: [www.worldbank.org/prsp](http://www.worldbank.org/prsp)

## How does the Bank put its plan into action?

### Research and analysis: the Bank's non-lending activities

As part of its strategy in any country, the Bank conducts research and analysis which influences the content of its lending operations, impacts the government's policies and is frequently referenced by other donors. This includes evaluations of a country's public spending, governance and corruption, procurement and investment regulations, and sector-specific policies (such as regulations on forestry or trade). As an important source of financing for many countries and as a leading producer of research on development issues, the World Bank Group's analysis carries significant weight among governments, investors and other financial institutions.

Many of these Bank studies are not publicized or kept confidential. Thus the public often has no knowledge that the work is being done, let alone the opportunity to influence the research or its findings and recommendations. The Bank's failure to widely disseminate these studies is unfortunate because they can contain detailed information for activists and advocates seeking to influence their own governments. At the same time, the Bank's analyses and diagnoses of problems typically reflect biases toward a market-oriented approach to growth and development, often leading to policy recommendations that many believe are detrimental to the interests of the poor.

This research is prepared by a wide range of departments, some of which focus on specific countries and regions, while others take a more global perspective.

### Building roads, schools and dams: project lending

The World Bank's most visible activities are often its investment projects, which constitute the bread and butter of its operations. Project lending can support bricks-and-mortar investments spanning a range of sectors, as well as discrete activities in different government ministries. Investment projects can come with strings attached, requiring the borrowing government to implement specific actions and policy changes in order to receive financing.



World Bank documents are often highly technical and difficult to understand. Ask BIC for help: [info@bicusa.org](mailto:info@bicusa.org)



**SEE PART 3: ACCESS TO INFORMATION AT THE WORLD BANK GROUP**

for tips on getting Bank documents

## INVESTING IN INFRASTRUCTURE: INROADS INTO THE AMAZON



The Bank's investment projects can have direct and immediate impacts on people and the environment, making them a natural rallying point for civil society critiques of Bank operations. One of the most infamous such projects was the Polonoroeste highway in the Brazilian Amazon. From 1981 to 1983, the Bank approved over US\$450 million in loans for the construction of a 1500 kilometer highway in the region of Rondonia, Brazil. The road was designed to penetrate into sparsely populated areas of the Amazon rainforest in order to provide the increasing number of landless migrants in the region with infrastructure, easier access to natural resources and land for agriculture. However, poor planning, cursory assessments of potential project impacts and a lack of oversight led to the influx of tens of thousands of people who devastated the area's natural resources. The project also neglected to demarcate boundaries in a way that would protect the lands of indigenous populations. The subsequent incursion facilitated the destruction of the lands of several traditional groups in Rondonia and contributed to the introduction of a number of deadly diseases which spread rapidly through the isolated communities. Polonoroeste is a striking example of how the Bank's support for an investment can contribute to negative impacts. Civil society uproar around the failures associated with this attempt to "develop" the Amazon represented a historic moment in efforts to reform the Bank's operations.

Although investment loans support a wide variety of activities, the Bank processes all projects in a similar way. A project "task team" is created to work with the borrowing government, taking a prominent role in the preparation of the project. The teams are led by task team leaders and comprised of specialists from various Bank departments. The government is ultimately responsible for project implementation, and thus typically takes a more prominent role during that phase.

Projects are developed according to a defined project cycle. Understanding this cycle enables you to know what information and specific project documents should be available at different stages of a project's development, and when there are important opportunities to influence decisions about project selection, design or implementation. (See Quick Reference: Project and Policy Lending Cycles and Documents.)

### **Changing laws, regulations and institutions: policy lending**

A portion of the money that the Bank lends or grants in your country goes straight to government coffers to support certain changes in your country's laws, regulations or institutions. This financing, often called "adjustment" or "development policy"

<b>TYPES OF WORLD BANK RESEARCH</b>	<b>DESCRIPTION</b>
Poverty Assessment	Analyzes the causes and consequences of poverty in a country and examines how public policies affect the poor
Public Expenditure Review	Evaluates the efficiency and composition of government spending
Country Procurement and Financial Management Assessment	Reviews the quality of a country's procedures for awarding public contracts and evaluates its accounting and auditing processes
Investment Climate Assessment	Measures the attractiveness of country policies and regulations to foreign investors and the cost of doing business
Sector studies (Education, Finance, Agriculture, Health, Transportation, Industry & Trade, etc.)	Examine the relevance and effectiveness of the policies, institutions and investments in a given sector and provide recommendations. No standard format; vary according to sector and Bank's focus.

## **THE CONSEQUENCES OF CONDITIONALITY: HOW BANK POLICY LENDING DEVASTATED THE CASHEW TRADE IN MOZAMBIQUE**



During the 1990s, the World Bank used the leverage of its financing to pressure the government of Mozambique to liberalize the trade of its largest cash crop, cashews. By eliminating subsidies and other support to farmers, cashew producers in the poverty-stricken country were exposed to stiff international competition, thus earning a much lower price for their crops.

Although the World Bank's insisted that market liberalization would contribute to the country's growth, these reforms quickly crippled one of Mozambique's main industries and primary sources of government revenue. Despite protests from farmers, industrialists and unions, the government of Mozambique was required to implement the reforms in order to access much-needed financing from the Bank.

The Bank continues to place similar conditions on its policy loans and grants today, often forcing countries to choose between refusing Bank policy prescriptions that they think are not in the best interest of their population and thereby losing access to much-needed funds, or accepting Bank financing and the strings attached, despite the risks that the required policy reforms may pose to people and the environment.

lending, does not support physical investments like roads, hospitals and schools. Instead, the money provides both an incentive and a cushion to your government for adopting policy and institutional reforms advised by the Bank. The Bank doesn't give out its money casually. Adjustment loans are typically provided in one or more installments (called "tranches"), each of which is tied to the borrower's fulfillment of specific requirements.

Like investment projects, policy loans and grants are developed by task teams typically led by an economist, and follow a project cycle similar to that for investment loans but with documents specific to adjustment lending (see Quick Reference: Project and Policy Lending Cycles and Documents). The opportunities to obtain information about and influence the content of policy loans are more limited than they are for project lending. The policies addressed through "adjustment lending" remain more of a black box because the World Bank and government officials typically discuss them behind closed doors and far from citizens impacted by them. However, as opaque and distant as they may seem, policy reforms can have very direct - and at times, dire - consequences for a country's population.



### **BEYOND FINANCING: TECHNICAL ASSISTANCE & ADVISORY SERVICES**

Beyond their financing activities, IFC and MIGA both provide technical assistance and advisory services to governments on private sector development, privatization and investment climate reforms aimed to attract foreign investors. Examples of IFC advisory activities include counseling the government of Cameroon on the privatization of its electricity company and the government of Kenya on the privatization of its rail system. MIGA helps countries identify and market investment opportunities with a particular emphasis on "frontier" countries, post-conflict countries and infrastructure investment.

### **Bringing in the private sector: the IFC and MIGA in your country**

The IFC and MIGA provide financing directly to transnational, national, and local private sector companies investing in developing and transition countries, often building off of policy reforms supported by the World Bank Group's lending and advice to governments. Increasing private sector investment, and particularly foreign direct investment, is a central tenet of the development model promoted by the World Bank Group. The emphasis on foreign direct investment has been challenged by evidence from the field, which does not prove a correlation between increased FDI and public welfare. One recent study conducted by the United Nation's own Commission on Trade and Development (UNCTAD), found that FDI is not the unqualified good that World Bank Group advice and analysis sometimes make it out to be. Their activities are supposed to be consistent with the priorities identified in the Bank's CAS (or equivalent strategy) for a given country. But because neither the IFC

nor MIGA publishes its own formal strategy for its interventions in a country, it is difficult to know how they select which sectors they engage in or specific projects they pursue.

Similar to the task teams in charge of World Bank projects, there are teams of IFC and MIGA staff responsible for the loans, investments and guarantees they provide to private companies. These teams, headed by investment officers at the IFC and underwriters at MIGA, are typically smaller than those working on Bank projects.

IFC and MIGA project cycles are more opaque and considerably shorter than those of the World Bank. Claiming that they are constrained by business confidentiality requirements, the IFC and MIGA don't publicly disclose much information about how projects are identified, designed or implemented. Neither institution publicly reports on the development impacts of the projects it supports, making it difficult to assess how well the institutions are contributing to poverty reduction and sustainable development.

With virtually no advance notice and little information about their private sector operations, as well as shorter project timelines, the opportunities for the public to influence IFC and MIGA operations are limited. At the time of writing, the IFC still refuses to report on the impacts each one of its projects has on the poor. Instead, it provides aggregate or summary information on the social, environmental and economic impacts of its operations. However, civil society has succeeded in forcing the IFC and MIGA to modify or even abandon problematic projects by exploiting their sensitivity to reputational risk. The IFC is particularly attuned to its reputation because it competes directly with private lenders for business.

### Who can you talk to about World Bank Group projects in your country?

Civil society organizations can access information about the World Bank Group through several sources: the institution itself, governments and other civil society organizations. There are a number of different contacts within the Bank, depending on your objective. Many concerns and requests can be handled by country offices. Others are better addressed by contacts at the Washington, DC headquarters. A first step is



### MIGA: A BLACK BOX

MIGA's role as a guarantor places it at a much greater distance from actual project implementation than either the IFC or the Bank. This fact, coupled with the near absence of any information about projects that MIGA supports, makes it much more difficult for the public and civil society to understand MIGA's role and to know when and how to lodge grievances when problems arise with projects that MIGA supports.



Bibi-Heybat oil fields near Baku, Azerbaijan. Despite challenges by local communities concerned about environmental impacts of the Baku-Tbilisi-Ceyhan pipeline project, in November 2003 the IFC and the EBRD each approved financing of the project in the amount of US\$125 million.

to see if the Bank has an office in your country. The Bank has over 100 country offices; you can find a complete list on the Bank's website: [www.worldbank.org/countries](http://www.worldbank.org/countries). Although the IFC has field offices in many borrowing countries, all MIGA operations are based out of the Washington, DC office.

Your government and civil society organizations are also good sources of information about World Bank Group activities in your country. See Section 3 for more information.

## USEFUL CONTACTS AT THE WBG

Type of inquiry	Who to contact	How to find them
General questions or concerns about any aspect of WBG operations in your country	Country Director	Check the country page on the World Bank's website: <a href="http://www.worldbank.org/countries">www.worldbank.org/countries</a>
Seeking guidance on finding information or contacts at the World Bank Group; information on Bank processes and events in your country, such as consultations	Civil society liaison	Visit the WB website to identify the civil society liaison in your country. Note: they do not have decision-making authority on projects or policies, and so should not replace direct contact with Bank staff.
Project-specific questions about WB, IFC and MIGA operations	WB: task team leader IFC: lead investment officer MIGA: underwriter	It can be difficult to identify these people and obtain their contact information. For assistance, contact BIC: <a href="mailto:info@bicusa.org">info@bicusa.org</a> .
Concerns about a proposed WBG strategy, policy or project, prior to its approval	The Executive Director representing your country at the WBG Board of Directors	Check BIC's website for an updated list of Executive Directors and contact information: <a href="http://www.bicusa.org/wbexecutivedirector">www.bicusa.org/wbexecutivedirector</a>
Concerns about harms resulting from a WBG project or policy that have not been resolved by WBG staff	World Bank Inspection Panel and IFC/MIGA's Compliance Advisor Ombudsman	For more information on these citizen complaint mechanisms, see Part 5 of this toolkit.
Information or concerns about corruption related to any World Bank Group operation	World Bank's corruption hotline (accepts toll-free, anonymous calls 24 hours a day, with translation services)	Toll-free: 1-800-831-0463 Collect Calls: 704-556-7046 Mail: PMB 3767 13950 Ballantyne Corporate Place Charlotte, NC 28277, USA

## CONTACTS IN YOUR GOVERNMENT

Civil society The Ministry of Finance (MoF) or its national equivalent acts as the main intermediary between the World Bank Group and the borrowing government. In theory, the MoF is responsible for proposing and negotiating projects with the World Bank Group. Therefore contacting the MoF can also be a useful way to find out what the World Bank Group is doing in your country. Line departments or ministries such as the Ministry of Transportation are responsible for implementing projects in their sectors, and are the main contacts for information after projects are approved by the Board of Directors.

You may also want to contact your parliamentarians regarding World Bank Group operations. In some countries, the parliament is required to review and approve all loans taken by the government or to oversee the operations of public financial institutions like the Bank in a country.

Although the World Bank Group aims to promote country ownership in its operations, in reality most line departments and elected officials are not involved in deciding which projects the World Bank Group finances. Civil society is calling for elected officials in borrowing countries to play a more meaningful role in overseeing World Bank Group operations in their country. Learn more about this initiative on the International Parliamentarians' Petition website: [www.ippinfo.org](http://www.ippinfo.org).

## IN BRIEF

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- World Bank operations in your country are guided by several key documents. The Poverty Reduction Strategy Paper (PRSP), prepared by low-income country governments with Bank endorsement, indicates the country's short-term poverty reduction targets. The Bank's Country Assistance Strategy (CAS) (or equivalent) describes its planned operations in a country over a 3-5 year period. Civil society influence on the content of these documents remains limited.
- The Bank implements its country strategy through research and analysis, investment projects and policy loans, all of which may influence government policy and other donors' agendas.
- The Bank produces a variety of documents during the preparation, implementation and evaluation phases of its projects. Understanding what documents are produced, if and when they are made publicly available, and how to obtain them can help sharpen civil society advocacy efforts.
- Find out about World Bank Group operations in your country through the Bank's website: [www.worldbank.org/countries](http://www.worldbank.org/countries). The World Bank's Country Director, your Ministry of Finance (or equivalent) and other civil society organizations are also good resources.



### TIPS AND CAUTIONS ON WBG EXTERNAL AFFAIRS

The Bank has been trying to steer all civil society contact through its external relations staff. Although they can be important points of contact and may assist groups with a variety of concerns, decision-making power often resides with the country director or project task managers. Civil society groups should insist on direct contact with those responsible for Bank decisions.



## FIND OUT MORE!

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### Civil Society Resources

- Testimony of Manish Bapna to the Senate Committee on Foreign Relations on Corruption at the MDBs [www.bicusa.org/bicusa/issues/BIC\\_testimony\\_senate13may04.pdf](http://www.bicusa.org/bicusa/issues/BIC_testimony_senate13may04.pdf)
- "The World Bank's Strategy on Governance and Anticorruption-a civil society perspective". Zoë Wildig, CAFOD and Caoimhe De Barra, Trócaire, August 2006. [www.cidse.org](http://www.cidse.org)
- "The World Bank's "Master Plan" for your Country: The Country Assistance Strategy". Bank Information Center. [www.bicusa.org/bicusa/issues/misc\\_resources/294.php](http://www.bicusa.org/bicusa/issues/misc_resources/294.php)
- "The Drive to Privatize Basic Services in Developing Countries". Nancy Alexander and Tim Kessler, July 2006. [www.bicusa.org/bicusa/issues/BIC%20IFI%20Info%20Brief%20The%20Drive%20to%20Privatize%20Basic%20Services%20July%2011.pdf](http://www.bicusa.org/bicusa/issues/BIC%20IFI%20Info%20Brief%20The%20Drive%20to%20Privatize%20Basic%20Services%20July%2011.pdf)
- "Mainstreaming or undermining sustainability? The merger of the World Bank's environment and infrastructure networks". Bruce Jenkins, Bank Information Center, July 2006. [www.bicusa.org/bicusa/issues/Mainstreaming\\_or\\_undermining\\_sustainability.pdf](http://www.bicusa.org/bicusa/issues/Mainstreaming_or_undermining_sustainability.pdf)
- "The ABC of the PRSP". Bretton Woods Project. [www.brettonwoodsproject.org/topic/adjustment/abcprsp.html](http://www.brettonwoodsproject.org/topic/adjustment/abcprsp.html)
- International Parliamentarians' Petition website: [www.ippinfo.org/](http://www.ippinfo.org/)

### ORGANIZATIONS AND NETWORKS WORKING ON THESE ISSUES

- New Rules for Global Finance: [www.newrules.org](http://www.newrules.org)
- Global Transparency Initiative: [www.ifitransparency.org](http://www.ifitransparency.org)
- Bank Information Center: [www.bicusa.org](http://www.bicusa.org)
- ARTICLE 19: [www.article19.org](http://www.article19.org)

### World Bank Resources

- Poverty Reduction Strategy Paper (PRSP) webpage: [www.worldbank.org/prsp](http://www.worldbank.org/prsp)
- Country Assessment Strategy (CAS) webpage: [www.worldbank.org/cas](http://www.worldbank.org/cas)
- Project cycle webpage: [www.worldbank.org/projectcycle](http://www.worldbank.org/projectcycle)
- Country webpages: [www.worldbank.org/countries](http://www.worldbank.org/countries)
- Projects database: [www.worldbank.org/projects](http://www.worldbank.org/projects)
- Documents database: [www.worldbank.org/reference/](http://www.worldbank.org/reference/)
- Highly Indebted Poor Country Initiative website: [www.hipc.org](http://www.hipc.org)
- Information Disclosure Policy: [www.worldbank.org/disclosure](http://www.worldbank.org/disclosure)



## QUICK REFERENCE: WORLD BANK PROJECT LENDING CYCLE

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**1. Strategy and identification** The World Bank supposedly selects its projects on the basis of the CAS and government requests, but it is difficult for the public to determine how specific projects are identified. Consultations during the drafting of the CAS represent one of the earliest opportunities for the public to influence the Bank's agenda and selection of projects. The first milestone in the project cycle is identification. During this phase, Bank management reviews and formally approves a project concept document (PCD).



**2. Preparation and Appraisal** During project preparation, the Bank task team takes the lead in designing the project. Environmental and social impact assessments and feasibility studies are conducted by the borrowing government or a consultant hired on their behalf. Most project-level consultations also occur at this stage. The second milestone in the cycle is appraisal – during which management reviews and approves a project appraisal document (PAD) and invites the borrowing Government to negotiate final project and loan conditions. Unfortunately, the PAD is not disclosed to the public at this time, before final project decisions are taken.



**5. Evaluation** Bank staff prepare a completion report at the end of the project evaluating Bank and borrower performance. The Independent Evaluation Group within the Bank audits select projects and sectors. Evaluations are publicly disclosed. The Bank claims that lessons from evaluations inform future project design, but subsequent projects are not necessarily linked to the success of preceding operations.



**3. Board Approval** The scheduled date of approval by the Board of Directors is publicly announced during project preparation and represents a key benchmark for activists. Any problems that are outstanding from the preparation phase should be brought to the Board's attention before approval. Loan agreements and the PAD are disclosed after Board approval. The Executive Directors and your government liaison with the Bank are the most relevant contact at this stage.



**4. Implementation** During this phase, Bank financing is released and the Government takes the lead in implementing the project. Project implementation typically lasts about 5-6 years but can vary widely. Scarcely any information – including Bank supervision reports – is made available. The government implementing agency and Bank task team are relevant contacts at this stage.



Arguably, for the public, the most significant milestone in the project cycle is Board approval. One can essentially divide the project cycle into “pre-approval” and “post-approval.” Before financing is approved by the Board of Directors, a project is still under preparation and its design remains subject to influence or cancellation. Most of the requirements regarding public consultation and impact studies apply before approval, during project preparation. Once the project passes the Board, there are no requirements regarding ongoing consultation with the affected communities and few structured opportunities for the public to review or influence the way in which projects are executed. The World Bank Group's leverage over the project implementer, whether a government or private company, declines significantly after financing is approved, so it is important to press for all problems to be resolved and issues addressed as early in the project cycle as possible. Knowing when the scheduled Board date is for a project is key to planning an effective advocacy strategy.



## QUICK REFERENCE: KEY DOCUMENTS FOR PROJECT-BASED LOANS

Project Phase	Document	Disclosure Status
Strategy and Identification	Country Assistance Strategy (CAS): Outlines the Bank's priorities and proposed lending and non-lending activities in a country for a period of 3-5 years.	Yes (draft CASs are not disclosed)
	Monthly Operations Summary (MOS): Updated on the Bank's website monthly, MOS lists projects under preparation in all borrowing countries.	Yes
	Project Concept Document (PCD): Provides first overview of project design, main components, environmental and social impacts and loan amount. Formal management approval of PCD required before project preparation can begin. Not disclosed, but should be requested	No
Preparation and appraisal	Project Information Document (PID): Earliest publicly-available project document. Provides summary of PCD. Updated periodically prior to Board approval.	Yes
	Resettlement Action Plan (RAP): Describes the anticipated impacts on affected communities in the project area, and what measures will be taken to ensure that livelihoods are restored or improved. Required for all projects involving involuntary physical or economic displacement. To be disclosed, consulted publicly and completed prior to project approval.	Yes
	Environmental Assessment (EA): Describes anticipated environmental and social impacts, and related mitigation measures. More in-depth EA required for projects involving major environmental impacts or resettlement (Category A). To be disclosed at least 60 days prior to project approval, consulted publicly and completed prior to project approval.	Yes
Approval	Project Appraisal Document (PAD): Prepared for the Board, the PAD provides a comprehensive description of project rationale, components, budget and implementation plan. Public after Board approval.	Yes (draft PADs are not disclosed)
Implementation	Project Supervision Reports (PSR) – Main Bank report evaluating progress of project implementation. Key issues and risks to project success are described. Prepared semi-annually, PSRs are not disclosed but should be requested as they are useful documents.	No
Evaluation	Implementation Completion Report (ICR): Evaluates project success in achieving objectives and rates Bank and borrower performance. Prepared within 6 months of project is completed. A self-evaluation, the ICR often paints a rosy picture of performance.	Yes
	Independent Evaluation Group (IEG) report: The Bank's Independent Evaluation Group assesses select projects and sectors to gauge quality and highlight problems. IEG reports are routinely made public.	Yes (most but not all)



## QUICK REFERENCE: KEY DOCUMENTS FOR POLICY-BASED LOANS

Project Phase	Document	Disclosure Status
Strategy and Identification	Concept Document (CD): Outlines desired policy reforms and details of proposed policy loan. Formal management approval required before preparation can proceed. Not disclosed, but should be requested	Yes
Preparation and appraisal	Project Information Document (PID): Earliest publicly-available project document. Provides summary of CD. Updated periodically prior to Board approval.  Program Document (PD): Provides a comprehensive description of the policy operation, including reforms either directly supported by or required before, during or to access future funding. Annexes provide concise information on loan conditions. Disclosed after Board approval.	Yes  Yes (draft PDs are not disclosed)
Approval	Letter of Development Policy (LDP): The borrowing Government sets out the program of objectives, policies, and measures to be supported by the development policy operation—typically a subset of the government’s overall strategy in the LDP. LDP typically disclosed after Board approval.  Loan Agreement (LA): Outlines binding borrowing government obligations to the Bank, as well as the disbursement and repayment schedule. Public following Board approval, although typically only available by request.	Yes  Yes
Implementation	Tranche Release Document (TRD): Presents Bank justification for release of loan installment (also referred to as tranche) on the basis of country fulfillment of policy reform requirements. Disclosed after approval.	Yes (draft TRDs are not disclosed)
Evaluation	Implementation Completion Report (ICR): Evaluates loan success in achieving objectives and rates Bank and borrower performances. Prepared within 6 months of closure.	Yes

### NOTES

1. There are no documents at the “strategy and identification” phase of IFC and MIGA project, nor are there any documents regularly disclosed during project implementation.
2. MIGA does not routinely disclose any project descriptions or indications of projects under consideration prior to their approval. The only document that MIGA may make available on its website before Board approval is an environmental impact assessment for the highest risk projects (called Category “A”). Otherwise, the only information MIGA routinely discloses about its projects is found in news announcements published after Board approval and in brief project summaries in MIGA’s annual report.



## QUICK REFERENCE: COMMON ARGUMENTS YOU ARE LIKELY TO HEAR FROM THE WORLD BANK GROUP

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### THE WORLD BANK'S PREEMPTION DOCTRINE: A MISGUIDED MISSION

**The World Bank often says:** If we don't finance this project, someone else would, and it would be worse.

**But in reality:** The World Bank is a public financial institution with limited resources. Its stated objective is to promote sustainable development and reduce poverty. It has neither the mandate nor the means to prevent all bad projects from taking place or to make all potentially harmful investments slightly less damaging. Arguing that a project will be better if the Bank is involved is not sufficient or sound rationale for supporting it. Indeed, this logic could justify Bank involvement in any operation, from a toxic chemical factory to a highway through a rainforest, in order to pre-empt others from doing it more carelessly. In recent years, the Bank has frequently held out the threat of Chinese financing as a justification for its own, pre-emptive involvement in various high-impact projects. Given its finite resources and the opportunity costs of activities it undertakes, the Bank should select projects on the basis of their likelihood to make a positive contribution to poverty reduction.

Development dodgeball: deflecting responsibility

### DEFLECTING BLAME

**The World Bank often says:** Don't ask us, ask the government (or company).

**But in reality:** The World Bank Group frequently deflects public inquires and requests for information to project implementers. All too often, governments and companies respond by saying that they cannot provide certain information because the policies of the World Bank, IFC or MIGA prohibit it. Each party uses the other as an excuse to keep information from the public. While people should approach their own governments as a first option and pressure them to be more open, this does not relieve the WBG of its own obligations to be accountable for its operations. As a public development agency, the World Bank Group should uphold the highest standards of transparency and accountability across all of its activities with country and company clients, regardless of variations in their national laws or corporate practices.

### THE POOR VERSUS THE ENVIRONMENT: A FALSE TRADE-OFF

**The World Bank often says:** Social and environmental "safeguard" policies are a costly drag on development

**But in reality:** The notion that safeguards hinder development is premised on a false assumption -- that there is a tradeoff between improving economic wellbeing and protecting the environment and society. Far from being at odds with development, social and environmental protections are integral to sustainable growth and poverty reduction. Projects that are selected and designed without consideration of social and environmental standards actually create risks and costs not only for affected populations and ecosystems, but for the Bank itself.

### PLAYING WEAK: SELECTIVELY DOWNPLAYING THE BANK'S POWER

**The World Bank often says:** We don't have any leverage if we are not involved in the project.

**But in reality:** The World Bank Group remains an extremely powerful institution, with strong influence over member governments. While financing a project provides one vehicle through which the Bank Group exercises its leverage, it is by no means the only channel of influence available to the institution. The Bank's ability to condition its overall lending to a country and its public and private communications can also significantly impact decisions taken by a Government. Moreover, if the Bank Group is financing a project in order to have a say over how it is done, then the Bank's leverage is strongest before it disburses its funds. Thus, if social, environmental and transparency problems are not remedied before funding is distributed, the Bank is far less able to ensure that they will be resolved later.