



# WORLD BANK GROUP

## WORKING FOR A WORLD FREE OF POVERTY

The World Bank is one of the world's largest sources of funding for the developing world. Its primary focus is on helping the poorest people and the poorest countries. It uses its financial resources, its staff, and extensive experience to help developing countries reduce poverty, increase economic growth, and improve their quality of life.



Alejandro Lipszyc/World Bank Photo Library

# WORKING FOR A WORLD FREE OF POVERTY

**President:** James D. Wolfensohn

**The World Bank Group consists of five organizations:**

The International Bank for Reconstruction and Development (IBRD), the International Development Association (IDA), the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Centre for the Settlement of Investment Disputes (ICSID).

\*In this brochure, Bank and World Bank refer to the whole institution, the World Bank Group.

**Headquarters:** Washington, DC and more than 100 country offices.

**Established:** July 1, 1944 by a conference of 44 governments in Bretton Woods, New Hampshire, USA

**Membership:** 184 countries

**Staff:** Approximately 7,000 employees in Washington, DC and over 3,000 in the country offices



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## INTRODUCING THE WORLD BANK GROUP

We live in a world that is both very rich and very poor. Some 2.8 billion people—more than half the people in developing countries—live on less than \$2 a day. Of these, 1.2 billion people earn less than \$1 a day. The challenge of reducing these levels of poverty, while the world's population continues to grow—by an estimated 3 billion people over the next 50 years—is enormous.

The World Bank works to reduce poverty worldwide. It does this by promoting growth to create employment opportunities and by empowering poor people to take advantage of these opportunities. It supports governments of member countries in their efforts to invest in schools and health centers, provide water and electricity, fight disease, and protect the environment.

The World Bank is not a “bank” in the common sense; it is an international organization owned by the 184 countries—both developed and developing—that are its members.

The World Bank was established in 1944, as the International Bank for Reconstruction and Development. When it first began operations in 1946, it had 38 members. That number increased sharply in the 1950s and 1960s, when many countries became independent

nations and joined the Bank. As membership grew and needs changed, the World Bank also expanded and now comprises five different agencies that together make up the World Bank Group.

The Bank is like a cooperative, where its members are shareholders. Through their representatives on the Bank's Board of Executive Directors, these countries determine Bank policy, oversee its operations, and benefit from its work. 🌐

### THE WORLD BANK AND THE IMF

People sometimes confuse the World Bank with the International Monetary Fund (IMF), which was also founded at the Bretton Woods conference in 1944. Although IMF functions are complementary to those of the World Bank Group, organizationally it is completely separate. While the World Bank provides assistance to developing countries, the IMF serves to stabilize the international monetary system and acts as a monitor of the world's currencies.

# ROADMAP FOR DEVELOPMENT

Most of the world's nations committed themselves to working together to dramatically reduce poverty by half by the year 2015 when they signed the Millennium Declaration at a meeting at the United Nations in 2000. The World Bank has committed to help its member countries achieve these goals. The Millennium Declaration has eight goals, which are described below. The World Bank uses these goals to help set its priorities—they are its roadmap for development.

## THE MILLENNIUM DEVELOPMENT GOALS

- Goal 1: Eradicate extreme poverty and hunger.
- Goal 2: Achieve universal primary education.
- Goal 3: Promote gender equality and empower women.
- Goal 4: Reduce child mortality.
- Goal 5: Improve maternal health.
- Goal 6: Combat HIV/AIDS, malaria, and other diseases.
- Goal 7: Ensure environmental sustainability.
- Goal 8: Develop a global partnership for development. 🌐



## WHAT DOES THE WORLD BANK DO?

The World Bank is one of the world's largest sources of funding and knowledge for developing countries. Its primary focus is on helping the poorest people and the poorest countries. It uses its financial resources, its staff, and extensive experience to help developing countries reduce poverty, increase economic growth, and improve their quality of life.

Evaluating the impact of Bank-supported projects is critical in developing countries. Resources are scarce and must be channeled where they can have the largest effect. Monitoring helps project managers know if programs are reaching their intended beneficiaries or if these programs are ineffective and wasteful. The emphasis on monitoring and evaluation is part of the World Bank's focus on actual results for poor people and on continuous learning about what does and does not work for future advice and support.

Over the past six decades, the Bank has learned that development

solutions need to be designed by countries to suit their own circumstances—one size does not fit all. The Bank brings a mix of money and knowledge to spur economic and social development, and helps put countries on track to reach the internationally agreed Millennium Development Goals.

Working in partnership with more than 100 developing countries, the Bank is involved in a variety of different areas. Bank-supported projects help these countries invest in health and education, fight corruption, boost agricultural production, construct roads and ports, and protect the environment. Other programs are aimed at rebuilding war-torn countries or regions, providing basic services such as clean water, or encouraging investments that create jobs. In the fiscal year that ended on June 30, 2002, the World Bank's Board approved \$19.5 billion in loans and grants for 229 projects. 🌐



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## RESULTS ON THE GROUND

The best way to understand the Bank is through looking at examples of how Bank-supported projects have helped increase education for poor children in India, reduce tuberculosis infections in China, fight AIDS in Brazil, connect remote villages in Peru, double rural incomes in Turkey, track expenditures in Uganda, fuel economic growth in Mozambique, back women entrepreneurs in the Kyrgyz Republic, and provide debt relief.

### EDUCATION

Imagine that you are a child in India, a country with more than a billion people. Getting even a few years of education to all boys and girls is a very difficult task, but one that the government is confronting with help from the international community. The District Primary Education Program was begun in the early 1990s to help India achieve universal primary education, and it has since become the world's largest

education program, reaching 60 million children.

The World Bank is the largest single contributor to this initiative, through funds totaling \$1.2 billion, but the program is also supported by many other donors, including UNICEF, the European Commission, and the governments of Sweden and the Netherlands. Spread over 271 districts in 18 states, the program focuses on children



between six and 14, and it aims to provide them at least four or five years of quality primary education. Enrollment in general has increased, and in a three-year period the enrollment of girls increased to 43 percent from 38 percent. The government is using this program as a blueprint to deliver universal primary education all across India.

## HEALTH

Today tuberculosis (TB) is almost as big a killer as AIDS, and the poorest suffer the most from this illness. Although China has fewer TB cases

compared with other countries, it is home to more than 1.3 million new TB cases each year—16 percent of the world's TB patients. To control TB, which is highly contagious, the World Health Organization recommends that governments not only find and cure infectious TB patients, but also ensure that they are treated for six months free of charge.

In 1992, the Chinese government received more than \$50 million from the World Bank for TB control. In partnership with the World Bank, the World Health Organization, and the UK government, the Chinese

government moved to implement the treatment in 13 provinces that account for roughly half of the Chinese population. This meant that the government had to buy low-cost, high-quality drugs, train staff, and diagnose and treat TB patients. The project also had to pay for the health-care providers who were working for free. By the end of 2000, nearly 1.2 million infectious TB patients had been diagnosed and cured as a direct result of this program. China's remarkable success rate of 95 percent is the best of any country undertaking a large-scale national TB campaign.

## HIV/AIDS

In the early 1990s, Brazil ranked fourth in the world in terms of reported AIDS cases. Now Brazil is considered to be one of the most effective nations in combating the AIDS epidemic and in providing for its victims. With \$160 million from the World Bank in 1993, some 175 nongovernmental organizations carried out more than 400 grassroots campaigns reaching half a million people and training thousands of teachers and students in promoting AIDS and drug abuse prevention. With another loan for \$165 million in 1998, Brazil has seen a 38 percent drop in the number of AIDS-related deaths since 1993.

## ROADS

In the tiny village of Ccorca located in the high Andes in Central Peru, it used to take villagers four or five hours each way to get to the market in Cuzco. To link the villagers with markets, schools, and medical care, the Peruvian government got together with the World Bank, civil society

organizations, and the Inter-American Development Bank to create the Peru Rural Roads Program. With a new bus service and better roads, the same trip now takes one hour.

In addition to buying food, medicine, and clothing in the town and selling their own products in

the market, the people of Ccorca are now going to Cuzco to do part-time work at various hotels and restaurants that cater to a growing tourism industry. Ccorca is not the only village that has benefited. Around 3 million people in the Andean region are reaping the benefits of some 13,000 kilometers of rural roads and highways.

Tran Thai Hoa/World Bank Photo Library



## ENVIRONMENT

More than 70 percent of Turkey's land area suffers from soil degradation, which has affected the income of people working the land. The Eastern Anatolia Watershed Rehabilitation project, which was supported by the Bank, has improved the lives of farmers in over 300 mountain villages by allowing them

to grow new cash crops and teaching them new farming techniques that have increased their production dramatically.

The project was designed to increase the productivity of forestland, make marginal farmland usable, and allow more villagers to plan and manage their own resources. Since its launch,

rural incomes in this area have doubled, and satellite images show a marked difference in the vegetation, which will help reduce floods and keep the land clear of sediment.

## GOVERNANCE

In Uganda during 1991-1995, surveys revealed that, on average, fewer

# BANK-SUPPORTED PROJECTS HAVE...

- Reduced air pollution in Mexico City—the number of unhealthy ozone days decreased from 174 in 1991 to 30 in 1999.
- Decreased goiter in pregnant women and schoolchildren in Madagascar from 45 percent in 1992 to 15 percent in 1998.
- Installed 14,000 workstations in 2,266 offices in 77 regions of the Russian Federation to allow computerization of pension calculations, reducing delays in new pensions from 30 days to 2 days.
- Completed 158 health centers and upgraded 57 district hospitals in Tunisia.
- Constructed 15,069 km of roads and 42.5 km of bridges for poor communities in Indonesia.
- Facilitated more than 15 million cataract operations in India.





than 30 percent of funds intended for schools were reaching their intended targets.

The government responded to this by improving payment procedures and also immediately alerted the wider community (parents of schoolchildren and teachers, among others) when money was disbursed to the schools. By 2000, the same surveys showed that more than 90 percent of money earmarked for schools actually reached them. The Uganda experience demonstrates that information can be a powerful tool for change when institutions are weak.

### **ECONOMIC GROWTH**

Mozambique was one of the world's poorest and most debt-ridden countries during the 1990s after years of civil war ravaged the country. To improve life for its people, the government wanted to create jobs and attract investment in ways that would help rebuild its economy. These have included Mozal, a \$2.2 billion investment from 1996-2003 in a large-scale, state-of-the-art aluminum smelter. Mozal has involved a number of investors and lenders, including the Industrial Development Corporation of South Africa, which was backed by a \$40 million guarantee from the

Multilateral Investment Guarantee Agency, a part of the World Bank Group, which encourages foreign investment in the developing world.

Mozambique has been successful at attracting foreign direct investment in projects that have been the catalyst of economic activity and fueled growth, estimated at 14 percent in 2001. The Mozal project was the first major foreign investment project in Mozambique, at a time when the country was

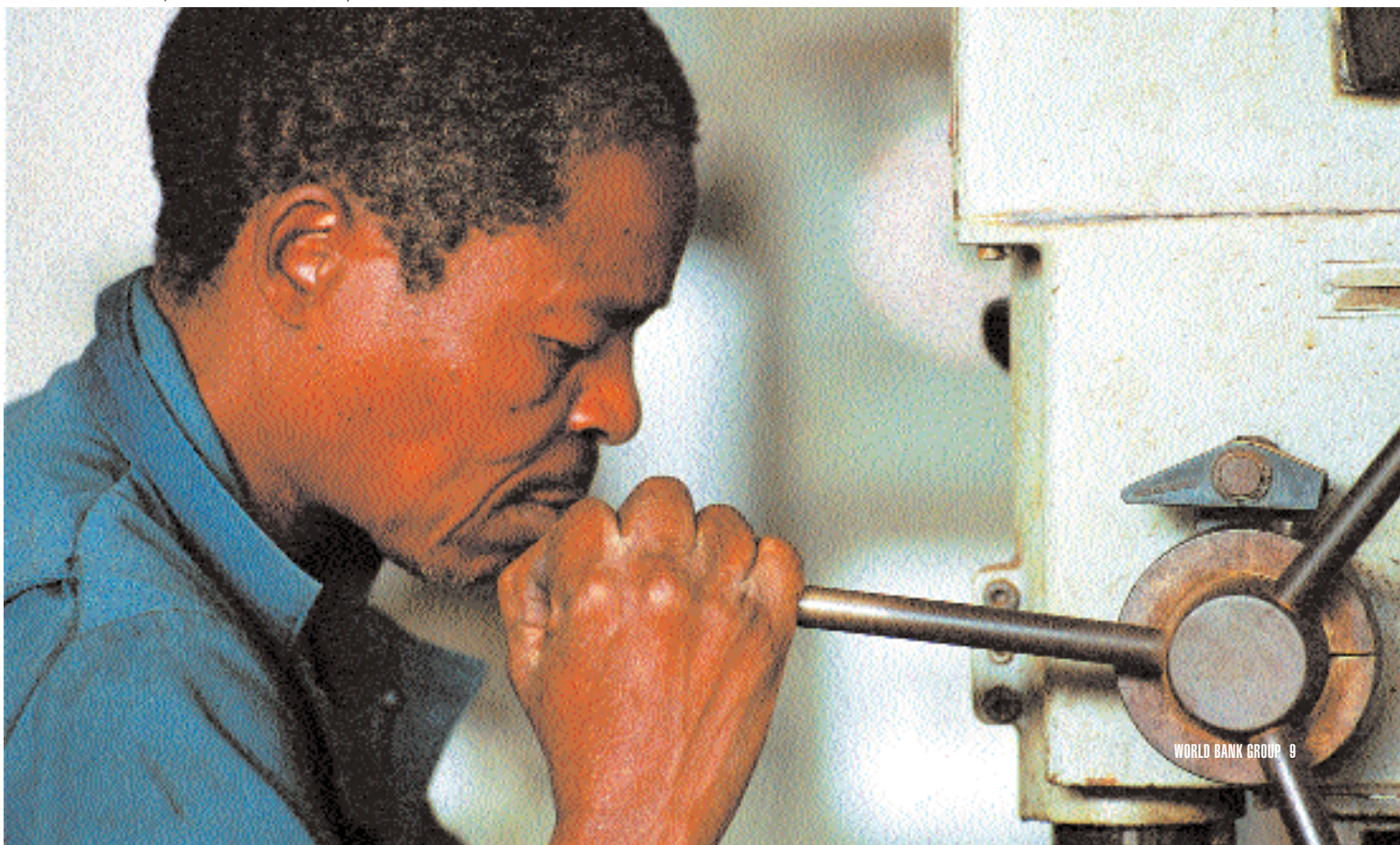
struggling to attract investment. The project has had a positive impact on growth and level of exports. Over the last four years, Mozambique has seen exports increase steadily and achieve an unprecedented \$1 billion in 2002.

### FINANCIAL SERVICES

In the Kyrgyz Republic, Sononya Zhanazarova, or Sonya, tried to supplement her income by selling pistachios at the local produce

market. Unable to afford a stall in the produce hall, she sold pistachios from a small table outside the building—even during the freezing winter months—until she banded together with 11 other women to form a village banking group. Hoping to find the capital to help grow her business, Sonya turned to the Foundation for International Community Assistance (FINCA), a provider of tiny loans to poor entrepreneurs, which is supported by the World Bank's private-sector

Eric Miller/World Bank Photo Library





Bunyad Dinc/World Bank Photo Library

arm, the International Finance Corporation. A \$40 loan from FINCA allowed Sonya to buy more pistachios and begin expanding her own business.

Low-income entrepreneurs need ongoing, reliable access to loans at fair interest rates to grow their businesses and improve their lives. FINCA provides funding to even the smallest businesses. Today, 90 percent of FINCA's clients in the Kyrgyz Republic are women, like Sonya, who borrow an average of \$120. Over time, Sonya's loans and business have grown so that she has added new products and even rented a table in the market. Today,

she is doing well for herself and has hired new staff.

### DEBT RELIEF

High levels of debt—owed mostly to governments in rich countries—make it hard for poor countries to provide money for education, health, and other important services. As a result, the World Bank and the International Monetary Fund launched the debt relief program—called the Heavily Indebted Poor Countries Initiative—in 1996. This initiative represents a commitment by the international community to work together to reduce the debt of very poor

countries. The countries that qualify for debt relief have low income, owe large amounts of debt, and are committed to improving their economies.

Today, 26 countries are receiving debt relief that is expected to amount to more than \$40 billion. They are saving an average of \$1.3 billion a year because of lower debt costs. According to independent studies, in 10 of these countries, education spending is now more than double the remaining payments the countries owe on loans. In addition, health spending in these countries is up by 70 percent. 🌐

## WHO RUNS THE WORLD BANK GROUP?

The World Bank is run like a cooperative, with its member countries as shareholders. The number of shares a country has is based roughly on the size of its economy. The United States is the largest single shareholder, with 16.41 percent of votes, followed by Japan (7.87 percent), Germany (4.49 percent), the United Kingdom (4.31 percent), and France (4.31 percent). The rest of the shares are divided among the other member countries.

### ULTIMATE DECISION-MAKING AUTHORITY

The World Bank's government shareholders are represented by a Board of Governors. Generally, these governors are ministers, such as Ministers of Finance or Ministers of Development. The governors are the ultimate policy makers in the World Bank. They meet once a year at the Bank's Annual Meetings.

### DAY-TO-DAY DECISION MAKING

Because these ministers meet only once a year, they delegate specific duties to their Executive Directors, who work on-site at the Bank. Every member government of the World Bank Group is represented by an Executive Director. The five largest shareholders—France, Germany, Japan, the United Kingdom, and the United States—appoint an

Executive Director, while other member countries are represented by 19 Executive Directors.

The 24 Executive Directors make up the Board of Directors of the World Bank. They normally meet twice a week to oversee the Bank's business, including approving loans and guarantees, new policies, the administrative budget, country assistance strategies, and borrowing and financial decisions.

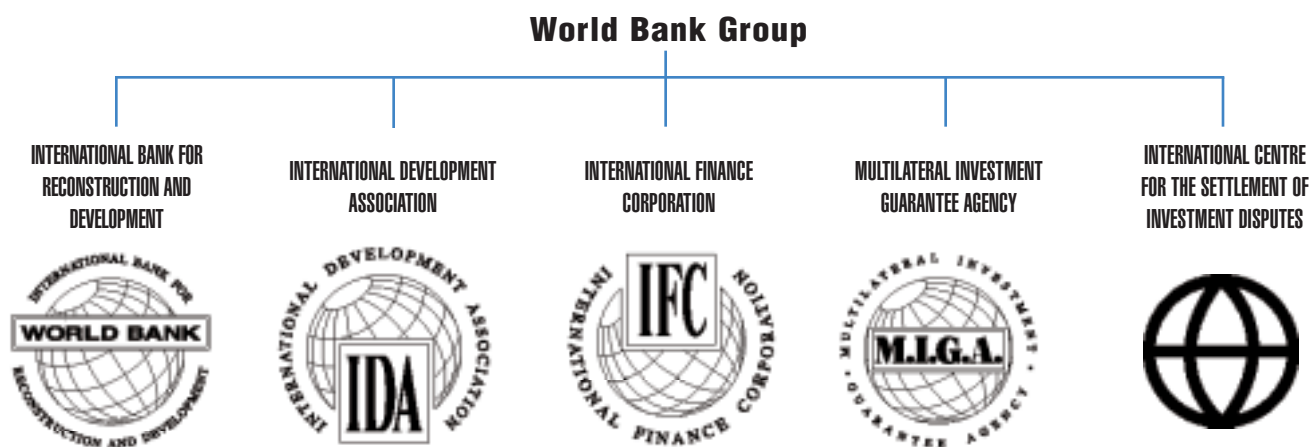
The Bank's president is, by tradition, a national of the largest shareholder, the United States. Elected for a five-year renewable term, the president of the World Bank chairs meetings of the Board of Directors and is responsible for overall management of the Bank. The current president of the World Bank Group is Mr. James D. Wolfensohn, who has been president since 1995.

The Bank employs approximately 10,000 people, including economists, educators, environmental scientists, financial analysts, anthropologists, engineers, and many others. Employees come from about 160 different countries, and over 3,000 staff work in country offices. There has been a move to place more of the Bank's staff in country offices, where they can work closely with their client counterparts. 🌐



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# FIVE AGENCIES—ONE GROUP



## INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

The International Bank for Reconstruction and Development, or IBRD, provides loans and development assistance to middle-income countries. IBRD obtains most of its funds through the sales of bonds in international capital markets.

## INTERNATIONAL DEVELOPMENT ASSOCIATION

The International Development Association, or IDA, plays a key role

in supporting the Bank's poverty reduction mission. Its assistance is focused on the poorest countries, to which it provides interest-free loans and grants. IDA depends on contributions from its wealthier member countries—including some developing countries—for most of its financial resources.

## INTERNATIONAL FINANCE CORPORATION

The International Finance Corporation, or IFC, promotes growth in the developing world by financing private-sector

investments and providing technical assistance and advice to governments and businesses. In partnership with private investors, IFC provides both loan and equity finance for business ventures in developing countries.

## MULTILATERAL INVESTMENT GUARANTEE AGENCY

The Multilateral Investment Guarantee Agency, or MIGA, encourages foreign direct investment in developing countries by providing guarantees to foreign

investors against loss caused by noncommercial risks. MIGA also provides technical assistance to help developing countries promote investment opportunities and uses its legal services to smooth possible impediments to investment.

### INTERNATIONAL CENTRE FOR THE SETTLEMENT OF INVESTMENT DISPUTES

The International Centre for the Settlement of Investment Disputes, or ICSID, provides facilities for settlement—by conciliation or arbitration—of investment disputes between foreign investors and their host countries. 🌐

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## FAST FACTS ON THE FIVE

### International Bank for Reconstruction and Development

Established 1945  
184 member countries  
Fiscal 2002 lending: \$11.5 billion for 96 new operations in 40 countries

### International Development Association

Established 1960  
164 countries  
Fiscal 2002 lending: \$8.1 billion for 133 new operations in 62 countries  
Website: [www.worldbank.org/ida](http://www.worldbank.org/ida)

### International Finance Corporation

Established 1956  
175 member countries  
Fiscal 2002 commitments: \$3.6 billion in 204 projects in 75 countries  
Website: [www.ifc.org](http://www.ifc.org)

### Multilateral Investment Guarantee Agency

Established 1988  
160 member countries  
Fiscal 2002 guarantees issued: \$1.36 billion  
Website: [www.miga.org](http://www.miga.org)

### International Centre for Settlement of Investment Disputes

Established 1966  
133 member countries  
Fiscal 2002 cases registered: 16  
Website: [www.worldbank.org/icsid](http://www.worldbank.org/icsid)

## HOW DOES THE BANK WORK?

All five agencies of the Bank play different, complementary roles.

### BANKER

Over the years, the Bank has developed a variety of lending instruments to meet its borrowers' needs. There are two main lending arms of the Bank—IBRD and IDA.

IBRD offers middle-income countries a cheap alternative for raising the funds they need to back reforms and public services. Countries that borrow from the IBRD have more time to repay than if they borrowed from a commercial bank—15 to 20 years with a three-to-five-year grace period before the repayment of principal begins.

Developing country governments borrow money for specific programs, including poverty reduction efforts, delivery of social services, protection of the environment, and promotion of economic growth that will improve living standards. In fiscal 2002 IBRD provided loans totaling \$11.5 billion in support of 96 projects in 40 countries.

IDA helps the world's poorest countries reduce poverty by providing grants and "credits," which are loans at zero interest with a 10-year grace period and

maturities of 35 to 40 years. These countries lack the financial ability to borrow from IBRD or from commercial markets. At present, 81 countries are eligible to borrow from IDA. Together these countries are home to 2.5 billion people, comprising half of the total population of the developing countries.

### BROKER

Other sources of development funding include loans or grants from wealthier nations through *bilateral* agreements (i.e., a borrowing agreement between two countries), from international organizations or groups of countries through *multilateral* agreements (i.e., agreements among multiple countries), from export credit agencies, or from private business.

To help countries facing immediate budget crises, the major supporters of development established several trust funds administered by the Bank. Trust funds may be used to support critical investment operations, debt relief, emergency reconstruction, or technical assistance.

Finally, by covering noncommercial risks that the private sector and financial institutions are not normally prepared or



Trevor Samson/World Bank Photo Library



willing to take on, MIGA guarantees encourage private investment in developing countries. The IFC works with the private sector in developing countries in order to encourage private investment.

### DONOR

Although primarily a lending institution, the World Bank Group oversees a number of grant facilities. The Development Grants Facility, for example, funds pilot projects that test innovative approaches and technologies in the solution of development problems. Bank grants have supported projects in the areas of rural development, health, education, economic policy, environmental protection, and private-sector development.

### ADVISOR

World Bank advice draws on years of development experience, analysis, and research. In fact, the Bank is one of the world's largest centers for research in the area of development economics, studying poverty, trade, globalization, and the environment. Additionally, each project has a research phase when Bank staff and their partners examine many factors that are important to a country's economic and social health. These factors range from economic and trade prospects to poverty levels and whether

safety nets are working. The Bank also has specialized departments that advise in areas of health, education, nutrition, financial services, justice, law, and environment.

### KNOWLEDGE RESOURCE

In line with the Bank's goal of helping countries help themselves, the *World Bank Institute*, the training arm of the Bank, offers teaching and informational programs, often in conjunction with local research and teaching institutions, to enhance members' development skills. The World Bank Institute also develops and maintains databases and networks for sharing knowledge on international development.

### PARTNER

The World Bank's main partners in development are its client country governments. However, the Bank also partners with organizations that are equally experienced or better placed to secure participation from stakeholders and local communities in developing countries. It has built, and continues to strengthen, partnerships with other multilateral development banks, United Nations agencies, bilateral donors, and civil society organizations. The Bank is also developing more robust ties with academic institutions and the private sector. 🌐

# WHERE DOES THE BANK GET ITS MONEY?

## WORLD BANK BONDS DONOR FUNDS TRUST FUNDS INVESTORS IDA REPAYMENTS

IBRD, the main lending arm of the World Bank Group, raises most of its money in the world's financial markets by selling its AAA-rated World Bank bonds—usually to financial institutions, pension funds and other institutional money managers, as well as to central banks. In fiscal 2002, IBRD raised \$22 billion in financial markets. Unlike other financial institutions, however, the Bank does not operate for profit—it uses its high credit rating to pass the low interest it pays for its finance to its developing country borrowers.

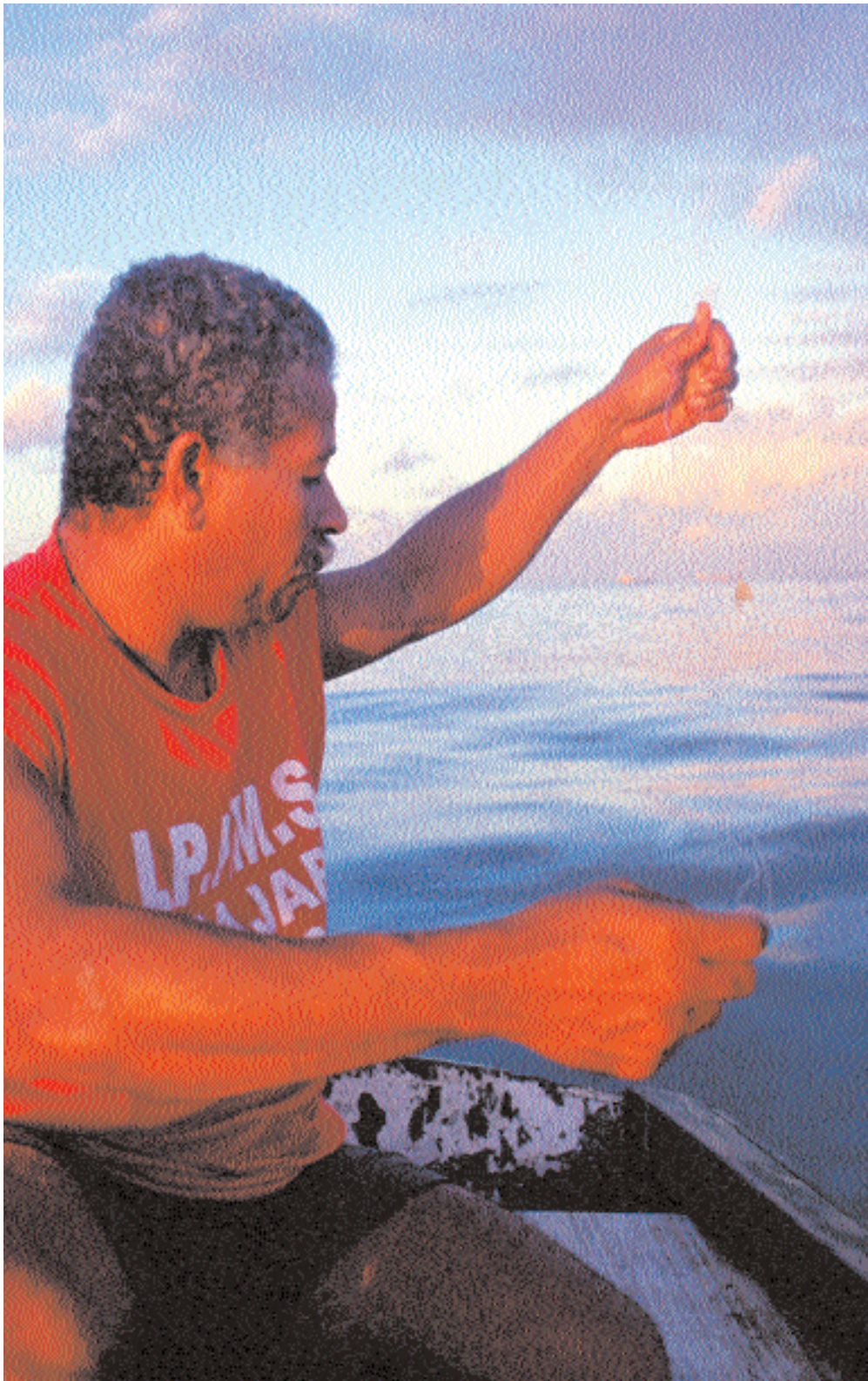
The World Bank earns interest and fee income on its loans, and income on its liquid asset investments and capital that is paid in by its member country shareholders. These earnings, as well as the funds raised on the capital markets, and part of the paid-in capital and reserves are used to make loans to its member countries and to cover its administrative expenses.

IDA funds, which account for about one quarter of all Bank lending, provide the poorest countries with interest-free loans and grants. Some 40 donors replenish the IDA facility—the world's largest source of interest-free assistance to poor countries—every three years, enabling it to continue its programs. IDA also helps mobilize and coordinate aid from donor countries and other international organizations.

The fund was replenished most recently in 2002, with about \$23 billion to poor countries over the three-year period, which began on July 1, 2002. About half of the funds came from donors, with the remainder coming from non-donor resources, which include IDA repayments and net income transfers from IBRD. Donors decided at that time that more of this money, up to one-fifth, will be given as grants—which don't have



Alejandro Lipszyc/World Bank Photo Library



to be paid back—instead of no-interest loans. The grants will make it easier for countries to address such development crises as the HIV/AIDS epidemic.

Outside of IDA, very little of the Bank's income is provided by member countries: five percent of IBRD's funds have come from contributions of rich countries, paid in when they joined the Bank—approximately \$13 billion.

MIGA is capitalized by its member countries and receives operating capital from the World Bank. The agency also charges fees for some of its services.

IFC provides a mix of financing (e.g., loans, equity finance, risk management products, intermediary finance) for each of its projects. However, most of its funding, as well as leadership and management responsibility, comes from private-sector owners. IFC operates on a commercial basis. It invests exclusively in for-profit projects and charges market rates for its products and services. 🌐

# WHERE DOES THE BANK'S MONEY GO?

## IBRD LOANS    IDA CREDITS    TRUST FUND GRANTS    PROJECT FINANCE GUARANTEES    INVESTMENTS

The World Bank Group's main job, and the one it is best known for, is to use its money in ways that most benefit developing countries. It provides these funds at low interest rates, no interest, or in the form of grants to countries that have effectively no access to international markets.

Member countries come to the World Bank for economic research, policy

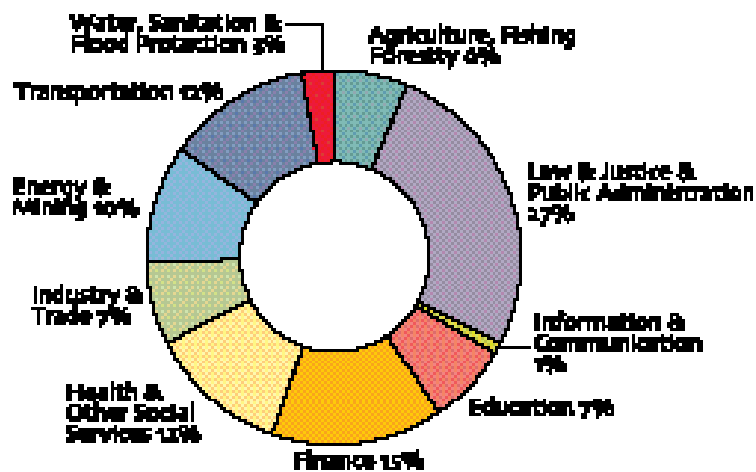
advice, technical assistance in designing and carrying out development projects, and loans. The countries themselves design their programs with technical support from World Bank staff. But the programs must have specific development targets, such as poverty reduction, delivery of social services, protection of the environment, and promotion of economic growth to improve living standards.

The type of financing available to a developing country is determined by the level of need. Countries that borrow from IBRD are generally middle-income countries, where per capita income is less than \$5,185 a year. Seventy-five percent of the world's poorest people—those who live on less than \$1 per day—live in these countries, which can only borrow from the private markets at

Anvar Ilyasov/World Bank Photo Library



## IBRD/IDA LENDING BY SECTOR, FISCAL YEAR 2002



Share of total lending of \$19.5 billion

unfavorable rates. IBRD offers them loans at better terms and with longer repayment periods. In 2002, IBRD provided loans totaling \$11.5 billion in support of 96 projects in 40 countries.

The world's poorest countries, those where per capita income is \$875 or less, receive grants and interest-free loans from the World Bank for projects to provide basic services. In the case of the loans, countries have 35 to 40 years to repay, with a 10-year grace period. Last year, IDA provided \$8.1 billion in financing for 133 projects in 62 low-income countries. Revenues from Bank operations go into reserves, which

ensure a high degree of financial protection, and help finance major sources of assistance, such as IDA and debt relief.

By creating IFC and MIGA, the World Bank tried to level the playing field for developing countries and make them more attractive to investors. IFC works with the private sector in developing countries. It takes a minority stake in a private company in order to attract private investors. MIGA guarantees insure investors and lenders against financial and political risk in developing

countries, offering coverage against noncommercial risks, such as war and civil disturbance, and expropriation of assets, particularly for investments in "frontier" countries. 🌐

## HOW A LOAN IS MADE

The Bank offers two basic types of loans: investment loans for goods, works, and services in support of economic and social development projects in a broad range of sectors. Adjustment loans provide financing to support policy and institutional reforms.

During loan negotiations the Bank and borrower agree on the development objective, components, outputs, performance indicators, and an implementation plan. Once the Bank approves the loan and it becomes effective, the borrower implements the project or program according to terms agreed on with the Bank.

The Bank supervises the implementation of each loan and evaluates its results. All loans are governed by the World Bank's operational policies, which ensure that Bank-financed operations are economically, financially, socially, and environmentally sound.

# USEFUL CONTACTS

## WHERE CAN I GO TO GET MORE INFORMATION ABOUT THE WORLD BANK?

The World Bank's website [www.worldbank.org](http://www.worldbank.org) has a great deal of information about the World Bank Group. It is a good starting point for getting information about the Bank.

## WHERE CAN I GET MORE INFORMATION ON WORLD BANK PROJECTS?

The World Bank has a database on its projects in developing countries, which contains summary information on loans and technical assistance (<http://www.worldbank.org/projects/>).

## ARE THERE ANY GRANTS I CAN APPLY FOR?

There are various grant/funding opportunities offered by the World Bank. Here are some examples.

**InfoDev** - Provides funding for the dissemination of information communications technology (ICT) and/or improving ICT use for social and economic development and poverty reduction, in partnership with international development organizations, governments or private-sector organizations (<http://www.infodev.org/>).

**Post Conflict Fund** - Supports planning, piloting, and analysis of reconstruction activities by funding governments and partner organizations. Non-governmental organizations (NGOs) and other civil society institutions, governments, regional and international organizations in any

country that is currently in conflict or is emerging from a recent conflict are eligible to apply for funding (<http://www.worldbank.org/conflict>).

**Indigenous People Fund** - Supports projects that address four critical areas: resources for sustainable development, indigenous rights, institutional strengthening and training, and culture and identity (<http://www.worldbank.org/indigenous>).

**Social Funds** - Finance small community-managed projects to help empower the poor and vulnerable populations in developing countries (<http://www.worldbank.org/socialfunds>).

**Montreal Protocol** - Helps developing countries meet the incremental costs of eliminating the production and consumption of ozone-depleting chemicals (<http://www.worldbank.org/montrealprotocol>).

**Technical Assistance Trust Funds** - Through this program, IFC conducts a broad range of technical assistance activities, from helping entrepreneurs develop project proposals to assisting with private-sector institution building (<http://www.ifc.org/about/contacts/support/ta/ta.html>).

**Critical Ecosystem Partnership Fund** - Creates strategic alliances for a comprehensive, coordinated approach to conservation challenges, such as managing protected areas and coordinating biodiversity corridors; training; cross-border planning, etc. Civil society organizations, NGOs,

community groups, private-sector partners in the biodiversity conservation field are eligible to apply for funding (<http://www.cepf.net/xp/cepf/>).

## I'M AN INVESTOR. CAN THE WORLD BANK HELP ME SELECT GOOD COMPANIES AND PROJECTS TO INVEST IN?

There are various resources on the World Bank's website where you can explore opportunities for investors.

**IPAnet** - Operated by MIGA, this portal for international corporate investors provides information and analysis on the investment environment and business opportunities (<http://www.ipanet.net/>).

**FDI Xchange** - This free e-mail service provides profiles of new investment opportunities and business environment analysis from emerging markets worldwide (<http://www.fdixchange.com/>).

**Privatization Link** - This service features profiles of enterprises slated for divestiture in emerging markets ([www.privatizationlink.com](http://www.privatizationlink.com)).

**Development Gateway Foreign Direct Investment Topic Page** - MIGA, in cooperation with the Bank's Foreign Investment Advisory Service and the United Nations Conference on Trade and Development, moderates this page, which catalogs and disseminates the most recent information on foreign direct investment, international business, and multinational enterprises (<http://www.developmentgateway.org/fdi>).

**Private Equity and Investment Funds** - IFC has helped to develop, structure, and implement a number of private equity funds to target various sectors. These specialized investment vehicles are designed to provide equity and quasi-equity financing to private enterprises that meet certain criteria (<http://www.ifc.org/about/contacts/sectors/funds/funds.html>).

**Rapid Response Unit**- Knowledge resources specializing in policy advice, investment climate, and privatization in developing countries (<http://rru.worldbank.org/>).

#### **HOW MUCH DOES MY COUNTRY WIN IN PROCUREMENT CONTRACTS? HOW CAN I PARTICIPATE?**

The procurement contracts awarded to individual countries can be seen on the Contract Awards Search page (<http://www.worldbank.org/projects>).

Additional information on development programs and projects can be found on the Development Gateway's AiDa site (<http://www.developmentgateway.org/aiDa>).

The following websites contain information on invitations to bid or express interest for contracts under World Bank-financed projects:

Development Gateway (dgmarket) (<http://www.dgmarket.com/>).

United Nations Development Business (<http://www.devbusiness.com/>).

#### **ARE THERE SPECIAL OPPORTUNITIES FOR JOBS AND SCHOLARSHIPS FOR MY COUNTRY?**

Joint Japan/World Bank Graduate Scholarship Program (<http://www.worldbank.org/wbi/scholarships/>)

Robert S. McNamara Fellowships Program (<http://www.worldbank.org/wbi/scholarships/>)

World Bank Careers (<http://inweb28.worldbank.org/hrs/careers.nsf>)

#### **WHERE CAN I GET MORE INFORMATION ON BANK RESOURCES FOR KIDS?**

There are several sites with information tailored for a younger audience. KidsDevNews is a monthly news bulletin for children that covers various topics of interest in developing countries (<http://web.worldbank.org/WBSITE/EXTERNAL/NEWS>). There is also information on the website for kids and schools to use (<http://www.worldbank.org/html/schools/>).

#### **HOW CAN MY SCHOOL OR COMPANY ARRANGE A VISIT TO THE WORLD BANK?**

The Speakers Bureau at the World Bank provides briefings for visiting

groups on selected days throughout the year (<http://web.worldbank.org/WBSITE/EXTERNAL/NEWS/>).

#### **HOW CAN I FIND OUT WHAT THE BANK IS DOING WITH CIVIL SOCIETY?**

The purpose of this web site is to provide civil society organizations with information, links, and materials on the World Bank's evolving relationship with civil society throughout the world (<http://web.worldbank.org/WBSITE/EXTERNAL/NEWS/TOPICS/CSO>).

#### **HOW CAN I FIND OUT WHAT THE BANK IS DOING WITH MEMBERS OF PARLIAMENT?**

The Bank, through the Vice Presidency for Europe, has supported the creation of the Parliamentary Network on the World Bank to forge closer ties between the Bank and parliaments worldwide (<http://wbln0018.worldbank.org/eurvp/web.nsf/Pages/Parliamentarian+Home>).

#### **WHERE DO I GO FOR INFORMATION ON BANK PUBLICATIONS AND DOCUMENTS?**

The World Bank has a number of Public Information Centers around the world, where members of the public can request information and documents from the World Bank. These documents are made available to the public under the World Bank's public information disclosure policy (<http://www.worldbank.org/html/pic/cas/>).

World Bank publications are available on-line on our website and at various distributors worldwide (<http://www.worldbank.org/publications>).



**World Bank Group**

1818 H Street, N.W., Washington, DC 20433 U.S.A.

