

Implementation and Monitoring

Achieving the main objective of this CAS - a major step up in the Bank's impact and delivery in India - will pose many challenges in the years ahead. Actions are already underway to address these challenges by strengthening the organization and management of the country program. Within the South Asia Region Vice Presidency of the Bank, management of the India program is being realigned to follow a different model than for smaller country programs. To enable the Bank to move to a higher level of delivery and allow for close interaction with its clients, a cadre of senior staff is being positioned in the New Delhi office. Lead Specialist positions have been created in key sectors and sub-sectors in order to strengthen team leadership and accountability in New Delhi, while also improving links to the networks. In order to provide coordinated support to the growing number of states where the Bank will engage, State Coordinators have also been designated. Strategic oversight and management of the Bank's growing program is also being strengthened in the Country Management Unit, including positioning of a Senior Country Manager in Washington.

This realignment is taking place within the context of an already strong Bank team that is highly decentralized. Since 1997, the India Country Director has been based in the New Delhi office and operational responsibilities have been substantially delegated to an expanded team in India. During FY04, more than 44 percent of all lending, AAA and TA activities were led by Task Managers in India. New Delhi is increasingly used as a hub for regional operations of the Bank and is the operational

base for procurement. The present male/female ratio for staff level E and above is 2:1 compared to the ratio of 6:1 in 1996.

IFC's activities in India are managed from a regional hub based in New Delhi, with a smaller office in Mumbai. Together, they are responsible for business development in all sectors and portfolio supervision of manufacturing, services and financial sector projects. To ensure that clients benefit from IFC's global expertise, country based staff and global staff based in Washington work closely together in project teams. In addition, some senior international staff are based in Delhi and Mumbai, while locally recruited staff are given extensive training at IFC headquarters as well as opportunities for international experience. To increase its presence in southern India, IFC intends to establish a small office in Chennai, co-located with the IBRD/IDA accounting office and a small SEDF office in Guwahati, Assam for delivery of SME programs in North-East India.

Communications and Outreach. As highlighted in the results of the FY04 India Client Survey (summarized in Annex 3), an increasingly important part of program implementation is the Bank's strategy for communications and outreach. The Bank has developed a multilayered strategy aimed at disseminating global knowledge and improving the quality of operations by explaining the challenges of development to external audiences and gaining the cooperation of stakeholders. The Bank will also continue to gather the lessons learned from Bank Group operations and focus during FY05-08 on disseminating these lessons more broadly and on a regular basis.

The elements of this strategy include active engagement with both national and state-level media and civil society; maintaining four country-specific websites in English, Hindi, Kannada and Telugu; providing translations in the relevant language of all press releases, summaries of most reports, and full text of major reports where possible; maintaining a database of more than 4,000 external contacts; and producing a quarterly newsletter and other print and electronic dissemination products.

A major current initiative is transforming the Public Information Center (PIC) from a passive library into a center for discussion and debate on development issues. This is being done at three levels: conversion of the New Delhi Office library and PIC into an audio-visual center with state of the art presentation and conferencing equipment and a wealth of electronic resources; establishing partnerships with other libraries and academic institutions outside Delhi to disseminate works on development and conduct events for their own audiences; and activating the network of depository libraries attached to the Office of the Publisher. When IFC opens its SEDF office in Assam, it will also likely combine a knowledge center for SMEs with a broader Bank Group PIC.

Aspects of communications are increasingly being mainstreamed into

operations, with communication and knowledge strategies now routinely part of the upfront dialogue with borrowers and built into project design. Internally, management and staff are paying greater attention to understanding the motivations of interest groups and the role of informal relationships and institutions through sector and state-specific political economy analyses that are helping improve the design and feasibility of their interventions.

Monitoring the CAS. The appropriateness of this strategy will ultimately be measured by the Bank Group contribution to India's achievement of its development goals. Monitoring will take place both at the individual project and report level, and at the level of the overall assistance program. Some of the indicators that will be used to monitor the effectiveness of the overall Bank Group contribution are provided in the FY05-08 Country Strategy Outcomes Matrix (Annex 4). Management and staff will review progress against these proposed outcomes and indicators in a midterm review of the CAS, currently anticipated for discussion by the Board in early FY07. In the unlikely event that the Bank's regular monitoring (see page no. 60) indicates a significant deterioration in India's macroeconomic stability or creditworthiness for Bank lending, management will directly advise the Board of any shifts proposed for the India and World Bank partnership, including any reduction in the ceiling for lending.

Concluding Remarks

The overarching challenge of this CAS is to maximize and leverage the diverse resources of the Bank Group to dramatically scale up our impact, help to improve the quality of life for some of the world's poorest citizens and help India move closer to achieving the MDGs. The Bank Group strategy is to build a growing partnership with GoI during

FY05-08 - a critical period in the pledge to help our clients meet the global MDGs, including halving poverty, by 2015. With over one-quarter of the world's poor in India, our efforts to assist India with best practice knowledge and financing for development are central to the Bank Group's mission to help reduce global poverty.