

DISCUSSION DRAFT
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PHILIPPINES
COUNTRY ASSISTANCE STRATEGY
FY 2010-2012

CONCEPT NOTE

THE WORLD BANK
EAST ASIA AND PACIFIC REGION

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PHILIPPINES
COUNTRY ASSISTANCE STRATEGY (CAS) FY 2010-2012
CONCEPT NOTE

1. The **purpose** of this Concept Note is to **(a)** inform regional management of the steps and thinking with regard to the next CAS for the Philippines that the Philippines Country Team has engaged in over the last quarter of FY08, and **(b)** seek guidance on issues related to overall strategic directions, timing and length of the proposed new CAS for the Philippines. More specifically, the Concept Note presents: **(i)** the rationale for developing a new CAS for the Philippines, **(ii)** the proposed organizing framework (vision, diagnosis, results, and programming); and **(iii)** proposed preparation process (timeline, key milestones, core and expanded teams, engagement strategy, and budget).

I. RATIONALE FOR DEVELOPING A NEW CAS FOR THE PHILIPPINES

2. The rationale for developing a new CAS for the Philippines is grounded in the developments under the current CAS, the country context, and the emerging strategy shifts as presented below. On the background of these developments, the Philippines country team has initiated work on the next CAS, aiming at submission for Board consideration in April 2009 as proposed in this note. These considerations also determine the desired outcomes from the next CAS and the possible options for the type and length of the next CAS.

A. Status of Current Philippines CAS

3. The current World Bank Group CAS for the Philippines covers the period up to June 2009, after a one-year extension. It was discussed by the Bank's Board in May 2005 and was originally planned to cover the period FY06-08. The turn-around in the country's fiscal situation in the two years that followed the preparation of the CAS opened a window of opportunity for broader policy reforms for the Philippines. In 2007, the World Bank Group, in agreement with the Philippine Government, decided to extend the CAS to June 2009.

4. The CAS Progress Report prepared in June 2007 reaffirmed the relevance of the CAS theme of *Supporting Islands of Good Governance* in national government agencies, local governments, and dynamic sectors in the Philippines that demonstrate how improved accountability and service delivery can lead to better economic and social outcomes. Our strategy builds on the Government's 2004-2010 Medium-Term Philippines Development Plan and has two main goals: economic growth and social inclusion. It also identifies two important levers for pursuing these goals: achieving fiscal stability and improving governance. The implementation of the CAS is at three levels (platforms) – national, local and private.

5. The Progress Report also recommended a scaling-up of the Bank's lending based on the increased fiscal space and Government demand for more Bank assistance. Under that scenario, achieving the CAS milestones as originally prepared seemed more than feasible, and the team agreed to augment several milestones to reflect good achievements and momentum, as well as the agenda for the remainder of the (extended) CAS period.

6. However, relative to the revised CAS milestones, and in contrast with the overall strong performance of the country in terms of economic growth, the overall performance of the program in terms of governance and social inclusion has deteriorated in the past year. With the fiscal consolidation still in process, continuing issues of weak governance, and rising poverty incidence, we now have a more sober assessment of the likelihood of achieving the CAS milestones. In our annual CAS self-assessment, the average milestone score ratings declined from 3.26 last year to 2.9 in February 2008. The share of milestones “somewhat likely or better” in meeting their objectives is 60% compared to 83% last year. This drop in the CAS milestones’ likelihood of achievement could be mainly due to the disappointing progress in areas of fiscal management and governance, and in attracting private investments, particularly in infrastructure. Management of government revenues, expenditures and state-owned enterprises has yet to meet the CAS milestones.

7. On the positive side, as per the February 2008 CAS milestones self-assessment, national institutions responsible for social services have improved service delivery; poverty monitoring tools have been extended to LGUs; the procurement reform was further advanced; and the dialogue between government, development partners and civil society has been enhanced through the Philippines Development Forum. A more complete assessment of the achievements under the current CAS is being conducted as part of the CAS Completion Report. Early results of the analysis were discussed during the June 2, 2008 CAS retreat in Manila.

8. In light of the pending expiration of the current CAS only a year before elections in May 2010, the team sought guidance from the Operations Policies and Country Services (OPCS) vice-presidency in the Bank on the best way to proceed. OPCS explicit guidance is not to prepare a second Progress Report to avoid the perception that a Progress Report is substituting for a full CAS, given that Progress Reports go to the Board on a “lapse-of-time” basis when CASs go for a full Board discussion. The CAS team is therefore recommending moving ahead with preparation of a new CAS. Beyond the institutional requirement, the country context and the emerging shifts in the bank strategy are other elements of the rationale for moving ahead with a new CAS.

B. Philippines Country Context

9. The economic, social and political developments in the country form the challenges that justify the decision to proceed with a new CAS.

Economic Developments

10. Recent growth in the Philippines has been impressive. It has been the highest in three decades and has gained momentum over the last three years. GDP expanded by 7.3 percent in 2007, the highest in decades, fueled by private consumption through strong migrant workers’ remittances. However, data for Q1 of CY2008 shows a slowdown in growth to 5.2%, and Government has lowered its own GDP growth forecast for 2008 to 5.7-6.2%. In addition, the favorable international environment of the last four years is weakening. The country’s fiscal and macroeconomic condition, highly dependent on the external environment, remains vulnerable, particularly to recent global challenges such as increasing oil and food prices. Bank estimates are that to achieve the Philippines’ goal of joining the ranks of advanced nations, this level of

growth needs to be sustained for at least a generation¹. A stronger emphasis on policy reforms will therefore be critical in ensuring that rapid growth can both be sustained and made more inclusive.

Social Developments

11. Development challenges remain wide-ranging, reflecting decades of political instability, weak governance, and low growth, even as stronger growth and improved fiscal policy have recently improved the potential for addressing them. The country has a huge range of assets to draw upon for its development but overall development outcomes have fallen short of potential. Unemployment and underemployment remain high as nearly a quarter of the labor force has migrated abroad. A worrisome development is that, despite the stronger growth, poverty incidence increased from 30% in 2003 to 32.9% in 2006 (almost as high as it was in 2000), and inequality is high. Poverty incidence is most severe in the island of Mindanao. The Government, in partnership with the Bank, is accelerating the implementation of poverty reducing projects as a crucial instrument for advancing the peace initiative. The current issues with rising food and oil prices have the potential to aggravate the poverty situation dramatically, and require urgent and strong response. For growth to make a serious dent in poverty levels, it needs to become more inclusive, and there needs to be higher focus on poverty.

Political Developments

12. Politics and Corruption. Recent surveys aggregated in the 2008 World Governance Indicators (WGI 2008) showed that political stability is perceived to have gotten worse compared to other countries. The new CAS will operate with the global background of increasing food and oil prices and a challenging political environment in the country that consists of controversial and widely publicized cases of alleged corruption involving past and present high level officials, a seemingly impatient public and civil society groups wanting to see change, an on-and-off debate on the need to change the Constitution, and continuing difficulties with the ongoing peace talks with the Moro Islamic Liberation Front that will hopefully end the war and violence in some parts in Mindanao.

13. Elections and the CAS. Next major elections are in 2010. FY09 already encroaches into the country's pre-election year which could influence policy decisions as well as project implementation. The country's development priorities are being driven by criteria for projects to be completed within the current's Administration's term, i.e., before May 2010. We continue to work with our technical counterparts in Government to ensure that our ongoing/planned projects proceed as planned.

14. The Team will focus on reshaping and invigorating the Bank program in several possible directions:

- Strengthening the analytical underpinning of our program
- Aligning with broader country development priorities
- Ensuring relative stability of the program in a transition between two governments
- Increasing the focus on development outcomes
- Re-confirming partnership with all stakeholders.

¹ Accelerating Inclusive Growth and Deepening Fiscal Stability, Report for the Philippines Development Forum, March 2008, p 1.

15. Preparing a new CAS in the first half of calendar 2009 will allow the Bank one year of implementation before election and will most likely serve as the analytical basis and intellectual foundation for providing the new administration with relevant and timely analysis and policy options on the most pressing challenges that the country faces. This timing would also allow us some flexibility to address new priority areas of the new administration.

16. Our strategy will seek to provide the most value through the appropriate level and blend of lending, advice, knowledge sharing, and trust fund support. The effectiveness of the programs we support will depend, to a large degree, on the extent of political momentum for reform and the pace of change. Thus, our assistance strategy will be designed to respond specifically to existing or emerging reform efforts.

C. Emerging Strategic Shifts

17. The Concept Note builds on the results of **(a)** the March 2008 Philippines Development Forum (PDF) and **(b)** four recent strategic brainstorming sessions:

- Philippines Country Leadership Team (CLT) retreat, March 31-April 1, 2008
- Philippines CAS retreat, June 2, 2008 (incl. government and partner representatives)
- CAS session during a full Philippines Country Team Retreat on June 5, 2008
- Debate “Revolutionaries vs. Tweakies” on July 8, 2008.

18. The discussions during the PDF revolved around a common theme and realization: **the need for sustained growth, inclusive growth and good governance**. In the past year, the Philippines had experienced strong performance in growth. Over the past three years, growth has been faster than any similar period in the past three decades, in part due to the re-established macroeconomic and fiscal stability. Yet, at the PDF, participants reached the conclusion that now the critical challenge would have to be to sustain this growth and broaden it to be more inclusive, especially given the alarming trend of increasing poverty.

19. The need for action on several broad, linked fronts became quite apparent during the PDF deliberations. **First**, growth needs to be sustained if it is to benefit all Filipinos. This calls for continued vigilance in macroeconomic and fiscal management. It also calls for improvements in the investment climate and, related, for putting into place critically needed infrastructure. **Second**, even if sustained, this growth must be more inclusive so that it benefits all Filipinos, and particularly the poorest. Poorer Filipinos must participate in growth and benefit from improved public and private investment and service delivery if MDG targets are to be met. Clearly, the importance of improved investment climate and infrastructure needed for growth to be more inclusive was quite apparent. **Third**, for growth to be sustained and to be more inclusive, the PDF recognized that improved governance would be fundamental.

20. In the brainstorming sessions noted above, the country team initiated a stock-taking of results under the current CAS, established a CAS team, and defined a tentative timeline for completing the CAS in 8-10 months (see more on the team and timeline in part 3 of the Concept Note). The team also discussed the emerging shifts in the current CAS and the potential key strategic focus areas for a potential future CAS. Without pre-empting any future work on the CAS, here are some of the **emerging strategic shifts** around which there seems to be an emerging consensus:

- To increase the focus on poverty alleviation in light of its importance for the Philippines development agenda and the recent worrisome trends as noted during the 2008 PDF and within the country team
- To further operationalize governance as an area where WBG has a comparative advantage
- To consider including areas not covered in the current CAS, e.g. climate change, disaster management
- To further expand the Bank's support for, and engagement with, GOP on the knowledge agenda, reflecting the country's status as a middle-income country, especially in the early part of the new CAS period.

as well as some **perceived needs**:

- To speed up implementation of on-going programs and projects
- To critically look at certain programs and whether our approach is working;
- To consider innovations, entry points of reforms, and making breakthroughs, and look at what would make this CAS different from the current one
- To increase integration of our products (loans, grants, knowledge products)
- To work more closely with our development partners in preparation of the next CAS – at a minimum, have a division of labor, design operations together, and/do joint analytical work

21. Political Economy. While the current Medium Term Philippines Development Program (MTPDP) is expected to anchor the WBG's and other partners' strategy, there is a clear recognition within the team that the upcoming elections may have a significant impact in terms of development priorities, drivers of change, gaps and opportunities. All brainstorming sessions recognized that the transition in administration, from the campaign period to the election (from CY 2009 to 2010) would be a major factor to consider in designing the CAS, although there was some debate on the actual impact of political developments on the economy. Some considered that remittances and other business prospects (business process outsourcing, mining, manufacturing, etc) would have more impact on economic growth.

II. SEEKING MANAGEMENT GUIDANCE ON CHOICES ABOUT THE NEW CAS

22. Early Consultations with Government. During initial discussions with our key government counterparts (DOF, NEDA and DBM, which comprise an informal government CAS counterpart team), government acknowledged that while the new CAS' timing may not be perfectly aligned with the government's framework, there are long-term priorities that provide a general framework such as the Millennium Development Goals which go beyond 2010, and that poverty reduction remains the overarching goal. The government expressed keen interest in engaging with the Bank in the development of the CAS, and noted that in preparation for the next MTPDP the government could actually benefit from the new CAS, as it would bring in perspectives of the international donors/partners. A representative of the Government also joined the June 2, 2008 CAS retreat and discussed with the team the still ongoing updates in the MTPDP.

23. In consultation with OPCS and follow-on discussion within the country team, the core CAS team then considered the following options in terms of the type of CAS.

24. **Type of CAS Product.** The team considered the option of CAS, CAS Progress Report, Interim Strategy Note (ISN), and Country Partnership Strategy (CPS). As mentioned above, OPCS advised against a second CAS Progress Report, as well as against delaying the CAS preparation to avoid lengthy periods of no CAS coverage. The ISN was not accepted because of the association of uncertainty and inability to formulate a full strategy as this is not the current situation in the Philippines. The team saw no particular value added in the CPS as an alternative name of a CAS in light of the fact that the CAS would be implemented with two governments, and the notion of partnership might actually have a negative effect. ***So the team is proposing a CAS that is to be submitted for a full Board discussion and will end with a CAS Completion report.***

25. **Proposed Duration of the CAS Period.** The CAS team is proposing a three-year CAS period, FY010-12. This duration would move the Bank's CAS cycle to coincide with GOP's Medium-Term Development Plan after FY12. A Progress Report would be prepared after 1.5 years to allow adjustments for the new administration and a possible extension if considered appropriate. Other options include: a full four-year period, with a Progress Report after the second year, providing an opportunity to adjust the CAS to the priorities of the new government, or a two-year period to only cover the transition period between the two governments. ***The team seeks management guidance on the proposed duration of the new CAS.***

26. **Joint CAS with IFC and MIGA.** The team's decision from the outset was to prepare a joint CAS with IFC and MIGA. Manila-based IFC colleagues are already participating in several of the working groups (see part 3 of this note). MIGA coordination is taking place in Washington DC. After consideration of the options for the categorization of the CAS, the team, having consulted with OPCS, is proposing a Category A (high strategic priority for private sector development) with full integration of the joint activities in the CAS. While the CAS team feels that a Category A rating is appropriate given the potential opportunity for increasing joint activities, ***the team seeks management guidance on the CAS rating given the elevated engagement implied during CAS preparation and implementation.*** The work on the CAS will also involve the Bank's Treasury and the trust funds unit.

27. **Joint Work with Other Development Partners.** The team is in consultation with other development partners about the possible level of collaboration. ADB, AusAID, IMF, JBIC, USAID and UNRC participated in the June 2 CAS retreat. Feedback from them is that they appreciated the opportunity through the retreat to hear/share views about the country's development challenges from different perspectives. Some partners are going through similar strategy exercises, and the importance of cooperation and partnerships was emphasized from many angles, as well as of sharing similar analyses and approaches under our different programs, including exit strategies. The strategy cycles of other development partners do not allow for an opportunity for a fully joint CAS, or even a joint analytical part. However, interest is very high among the development partners for consultations and varying levels of collaboration in the analysis and strategy formulation.

28. **Links to the EAP Regional Strategy.** Many of the Bank's current strategic priority agendas are relevant to the Philippines. Its middle-income status, yet continuing high rates of

poverty and inequality; struggles with the effects of climate change; challenges to bring peace to areas of enduring conflict; and requests for the Bank to bring to bear the best global knowledge all make the Philippines a rich testing ground for applying a simplified yet integrated development strategy. *The CAS team would appreciate management guidance on how best to address the challenge of selecting priorities for Bank support in the Philippines.*

III. PROPOSED CAS ORGANIZING FRAMEWORK AND CONTENT

29. The CAS team intends to follow Bank's best practice in developing results-based CASs, placing more emphasis on the CAS as the anchor of the program cycle, rather than a static statement of the Bank's program. The intention is to develop a CAS that will be an active and flexible roadmap for the Bank's engagement with the Philippines in support of the country's own priorities, as well as a central tool for management to review and guide the Bank's support for the country's development agenda. The team will follow the broadly accepted conceptual approach to CAS design consists of four pillars—vision, diagnosis, results, and programming.

A. *Vision: Alignment, Participation and Collaboration*

30. The team believes in a country-owned vision developed jointly with broad stakeholder participation and consultation as the necessary starting point for the CAS, supplemented by a flexible approach in responding to shifting demand in the course of implementation.

31. **Alignment.** The CAS will be broadly aligned with the most current update of the MTPDP (the update is underway), and will serve as early input in the next MTPDP that is to be developed in the second half of 2010. The team recognizes that the challenge of shifting demand could be particularly acute with the change of administration after elections. The alignment will be measured in terms of adequate responsiveness to changing client requests, within a selective framework that focuses on areas in which the Bank can best serve the country's development and poverty reduction goals.

32. **Engagement with External Stakeholders.** The team intends to prepare the CAS in a very consultative way. Broad participation by stakeholders and consultations with civil society will be proactively organized at several stages to seek key contributions to identifying the internal and external challenges facing the Philippines, identifying priorities and delineating the most effective interventions for the Bank, and in the process, building support for the country's and Bank's program of assistance. In addition to the executive branch of government, participants to be invited to these consultations will include representatives from Congress, CSOs, labor unions, universities, think tanks, business associations, religious institutions, etc. To hear as many voices as possible, the consultation meetings will be organized not only in Manila but also in selected cities in Luzon, Visayas, and Mindanao. The team has already developed a CAS Engagement Plan – see [Attachment](#) (power point presentation).

33. **Harmonization and Collaboration.** As noted above, interest is very high among the development partners for consultations and varying levels of collaboration in the analysis and strategy formulation. While stopping short of a joint product, the CAS preparation will involve a wide range of development partners at various levels and stages.

34. Disclosure. Subject to agreement by government, and following the Bank’s Disclosure Policy, the CAS will be fully disclosed and proactively disseminated.

B. Diagnosis: Critical Elements in Defining the Strategy

35. The purpose of the diagnosis will be to identify areas where the Bank can best help the Philippines achieve sustainable development and reduce poverty.

36. Growth. The team will aim at a concise and integrated analysis reflecting the trade-offs and laying out short- to medium-term priorities for growth and poverty reduction, and policy implications. This analysis will aim to set out a clear strategic framework for the period of the CAS (and beyond), with a compelling but succinct discussion of priorities in terms of macroeconomic and structural policies. The diagnosis will be anchored in a discussion of long-term development challenges, such as urban-rural migration, demographic trends, environmental sustainability issues, and the use of natural resources. The assessment will draw on the government’s strategic documents and existing upstream analytic work prepared by the Bank (such as the Inclusive Growth and the Philippines Development Report), the government, other development partners and the academia.

37. Poverty. The team will aim at a succinct but sound description and diagnosis of poverty, based on the 2006 poverty data and existing analyses. The diagnosis will cover poverty incidence, trends, and causes, will correlate non-income dimensions such as access to services, gender equity, and peace-promoting initiatives, and will make links to the MDGs. It will also note how the poor earn their livelihoods. The analysis will include the impact of the rising food and oil prices on the poor. As part of poverty diagnosis, the CAS will also analyze the links between poverty reduction and the level and pattern of growth in the country, and how the poor are included in the growth process.

38. Macroeconomic Policy Assessment. The CAS diagnosis will be underpinned by a consistent macroeconomic policy assessment and projections to help determine whether macroeconomic trends are positive and sustainable, including but not limited to the analysis of the government’s past fiscal policy and medium-term fiscal sustainability issues. The team will assess whether the government’s macroeconomic and structural policies are conducive to macroeconomic stability, and whether they are supportive of the government’s priorities for growth and poverty reduction. The analysis will include a discussion of country-specific risks that may affect CAS outcomes and country development goals. The team will aim at a concise diagnosis, focused on the linkages and consistency between the various policy areas.

39. Governance and Anticorruption. The GAC diagnosis will be conducted by the Philippines Governance Advisory Team (PGAT) and will analyze the extent to which governance and anticorruption weaknesses are constraining poverty reduction and growth, and will focus on operationalizing the concept on both supply and demand side, such as the promoting transparency, participation and building oversight capacity. This analysis will be used to assess the risks to Bank operations and propose mitigation measures, such as fiduciary controls and social accountability instruments.

40. Global Public Goods (Climate Change). Building on the ongoing client dialogue on the Philippines’ low-carbon growth options and emerging program for mitigation actions, CAS consultations will explore with the government possibilities for Bank support, including financial

and knowledge services, and IFC engagement. Response to client demand in this area should be part of the selective WBG support program.

C. Results: Use of Information to Improve Decision Making

41. Building on the positive experience from the current CAS, the team intends to use to the maximum the results matrix as a key tool for clarifying the intended CAS outcomes within the underlying results framework. The matrix will aim to communicate the key relationships in the underlying results framework to readers of the CAS document, commit the Bank to specific outcomes against which it will be held accountable, and provide a monitoring tool for management during implementation. The team will strive to develop a results chain with clear logical connections across the three levels of country development goals, CAS outcomes, and milestones, and to build a strong storyline linked to results, including quantitative indicators with baselines and targets. A CAS Completion Report is being prepared.

D. Programming: Prioritization, Selectivity and Flexibility

42. **Prioritization.** The CAS will discuss: program of lending and non-lending services (strategic selectivity); rationale for mix of lending and non-lending instruments; AAA program emphasis; lending scenarios (in a flexible way); any significant differences between the positions of the government and the Bank Group; role of development partners; track record of the Bank Group program; and discussion of external and internal risks to the country and to the Bank Group's strategy (including risk mitigation measures).

43. **Selectivity** will be a critical factor in designing the results framework, to be achieved through the application of selectivity filters, such as:

- relevance for poverty and governance
- priority for the country
- operational feasibility
- Bank comparative advantage/ opportunity for partnerships
- support for the Bank's strategic themes (four specifically relevant to EAP: MIC Agenda; Fragile/Conflict States; Global Public Goods; and Knowledge).

44. **Flexibility.** In light of the May 2010 elections, shifting government demand should be anticipated in the Bank's engagement with the Philippines. The approach that the team suggests is to provide a specific and detailed program only for the first two years of the CAS, with a broad overview for outer years. The Results Matrix will also only cover the agreed activities, leaving the task of updating and extending CAS outcomes to the midpoint Progress Report.

IV. PROPOSED CAS PREPARATION PROCESS

A. CAS Timeline and Key Milestones

Activity	Timing	Status/Next Steps
1. Appoint core CAS team - Jun 2008 (CAS Retreat)	1 day – Jun 2, 2008	Done
2. Establish Working Groups	1 day - Jun 2008	Done
3. Hold initial consultations with GOP/stakeholders- Jun-Aug 2008	12 weeks (Jun - Aug 2008)	Ongoing
4. Conduct and draft key analyses by WG - Jun-Aug 2008	12 weeks (Jun - Aug 2008)	Ongoing
5. Expanded CLT Meeting on CAS storylines (CAS Debate: Revolutionaryies vs. Tweakies)	July 7, 2008	Done
6. Conduct client survey - Jul-Aug 2008	8 weeks (July to August 2008)	Ongoing
7. Concept Note Review	Aug 5, 2008	Virtual Review - underway
8. CAS Workshop with inputs from WGs - Aug 14 2008	August 14, 2008	Under preparation
9. Draft CAS Completion Report - Jul-Aug 2008	4 weeks (September 2008)	Under preparation
10. Develop results framework and CAS storyline- Sept 2008	4 weeks (September 2008)	Not yet started
11. Consult with GOP and stakeholders - Sept/Oct 2008	2 weeks (Sep/Oct 2008)	Ongoing at working group level
12. Consult with HQ - Oct 2008	2 weeks (Oct 2008)	To be organized around the Annual Meetings
13. Finalize concept note and results framework - Nov 2008	4 weeks (November 2008)	
14. Hold Upstream Review Operations Committee (OC) or Regional Operations Committee (ROC)	Nov 18, 2008	Bankwide review meeting: ROC (chaired by Regional VP) or OC (chaired by the Managing Director) will review the CAS
15. Draft first draft of full CAS	6 weeks (Dec 2008 - Jan 2009)	
16. Conduct consultations with stakeholders - Jan 2009	4 weeks (Jan 2009)	
17. Hold final review with Government - early Feb 2009	1 day (early Feb 2009)	
18. Final CAS Review - Operations Committee (OC) or Regional Operations Committee (ROC)	Feb 3, 2009	Bankwide review meeting: Region led by the CD. TTL should consult the Regional Front Office.

Activity	Timing	Status/Next Steps
Final CASCR to be sent to IEG Director from RVP.		
19. Circulate to Board	No later than March 12, 2009 (15 workdays before Board date)	SECBO/Print Shop distributes strategy to EDs.
20. Present to Board	April 2, 2009	Full Board Discussion
21. Present CAS to CT, GOP and other stakeholders, and start CAS implementation - after Board	April 9, 2009	
CAS Disclosure		

B. CAS Core Team and Working Groups

CAS Advisory Team

Bert/Jesse – vision and strategic guidance

CAS Core Team

CAS Management Team

Lada/Andrew – team leadership and coordination

Bei – overall coordination with government and partners

Nor/Dave – communication strategy, external consultations

Swati/Karl – macroeconomic analysis

Maryse/LaniM/LaniA – portfolio, TFs, AAA

Working Group Leaders

Swati/Karl - Growth/Fiscal Issues

Jehan/Malu - Poverty/Social Issues

Pinky/Yasuhiko/Maryse - Governance/anticorruption

Carol/Mukami - Environment/Climate Change/Disaster Management

Kim/Ben - Investment climate

Mukami/ PREM/IFC - Decentralization

Yasuhiko/Nor/Dave - Political Issues

CAS Core Team Support

Lilitz – logistics and document processing support in DC

Chat – support in Manila

C. CAS Working Group Generic Terms of Reference (Outline)

1. Key Development Challenges

2. Main Achievements to Date

3. Drivers of Change

(Pls include political economy issues or events that may drive critical changes and challenges in the particular working group's sectors or interests.)

4. Desired Development Outcomes

5. Gaps and Opportunities

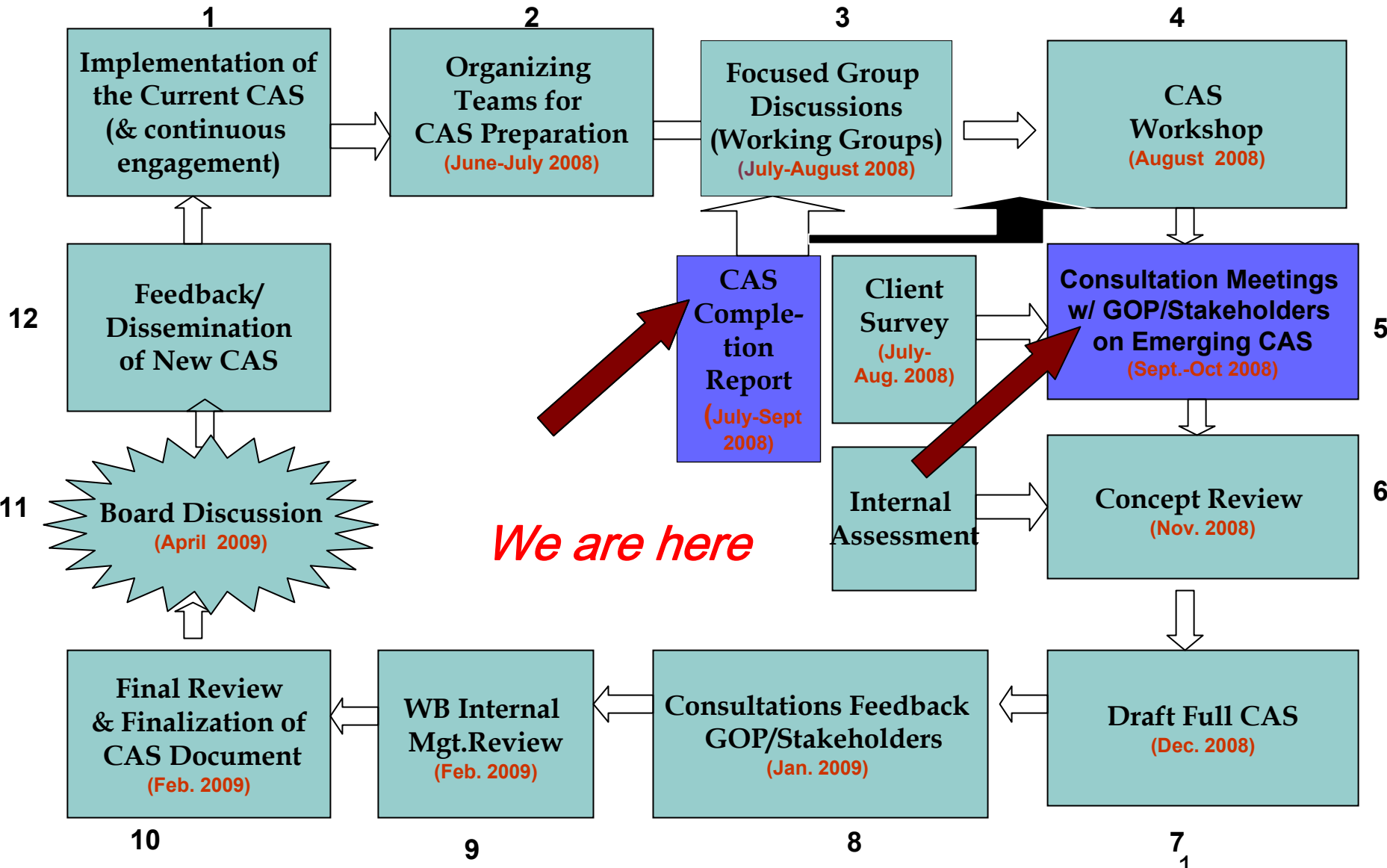
6. Bank Comparative Advantages/Key Partners

7. Suggested Bank Operational Response, incl. instruments (within portfolio, lending, AAA) and partners (existing and new)

Selectivity Filters:

- relevance for poverty and governance
 - priority for the country
 - operational feasibility
 - Bank comparative advantage/ opportunity for partnerships
 - support for the Bank's strategic themes (four specifically relevant to EAP: MIC Agenda; Fragile/Conflict States; Global Public Goods; and Knowledge)
-

CAS Engagement: A Dynamic Process



CAS Engagement: Helping Shape the CAS

