



# Programmatic Approaches:

Risks & Opportunities  
Skills & Behavior

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SDV Workshop

May 14, 2001

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# Outline

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- ✦ PRSP Framework & Implementation Approach
  - ✦ TTL perspectives on Programmatic Lending
  - ✦ Regional Strategy ->>> multi-sectoral tasks
  - ✦ Aligning Network Strategy
  - ✦ Connecting at the Task Team Level
    - ◆ Ex: Operational Team Support
  - ✦ Thinking about next steps

# PRSP as organizing framework

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- ✦ What is the country ("we") trying to achieve?
  - ✦ What are the financing needs?
  - ✦ How do we know whether we are succeeding?
  - ✦ How do we & others learn from it?

# Setting the ground rules

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## ✦ Programmatic approach fits if country

- ◆ Is not in short-term financing crisis
- ◆ Has settled in *steady* state of reform
- ◆ Is ready to fully budget and account for publicly funded activities
- ◆ Wants to move beyond project-level earmarks

## ✦ Freestanding project approach remains valid for

- ◆ one-off, complex, procurement intensive investments (with O&M moving into regular budget)
- ◆ Cross-cutting pilots & emergency interventions (natural disaster, AIDS) with potential for mainstreaming

# Assessing the preconditions

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- ✦ Good systems for fiduciary & budget management control
    - ◆ reporting on implementation at program level
    - ◆ capacity support targeted at public procurement, fiduciary system, audit reform
    - ◆ Example: Burkina Faso
  - ✦ Sound sectoral strategies
    - ◆ Fully costed, linked to budget formulation, aligned with outside financing, open for periodic verification
    - ◆ Example: Mauretania
  - ✦ Reasonably good statistics & recognition of their importance for public action
    - ◆ Ex: GIS-based poverty mapping in Mauretania covering schools, road, health clinics, and water supply

# In-Country Conditions for Success\*

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- ✦ Leadership, vision, commitment, accountability
  - ✦ Peace and stability
  - ✦ Credible macro framework & PRSP
  - ✦ Fiduciary safeguards
  - ✦ Financial management, procurement, budget mgt,
  - ✦ Transparency and good governance
  - ✦ Basic capacity to plan, implement, monitor and evaluate sector-wide programs
  - ✦ Donor coordination
  - ✦ Govt drives PRSC, we participate in its design

\*Source: AFR TTLs

# Internal Conditions for Success\*

- 
- ✦ Leadership, vision, commitment, accountability @ all levels
  - ✦ Adequate resources
    - ◆ e.g., \$750k for Uganda PRSC in FY01, 6 years preparation
  - ✦ Good preparatory work for decision making
    - ◆ PER, CEM, CFAA, CPAR, multisectoral AAA, Pov Assess
  - ✦ Well-functioning cross-sectoral teams
    - ◆ Adequate flow of information, clearly defined roles & responsibilities, incentives, empowerment, ...
  - ✦ New values
    - ◆ sharing, multicultural, gender, moral & intellectual leadership, effective collaboration, learning by doing, empowerment of country staff
  - ✦ Partnership with other donors (strategy, pooling)

\* Source: AFR TTLs

# Providing implementation support

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- ✦ Identify links to 'bigger' goals & national vision
  - ◆ Connecting regional competitiveness in Burkina Faso to rural poverty reduction
- ✦ Create a culture of collaboration
  - ◆ Just-in-time support at technical level; advisory work with clients; benchmarking; study tours...
- ✦ Create alliances of like-minded parties
- ✦ Allow time. Don't push action early on (!)
- ✦ Move beyond transaction to underlying system issues
- ✦ Build political support around quick reform gains
  - ◆ Ex: ITC reform in Mauretania
- ✦ Mobilize Sr. Management support to create space

# Key shifts required - Mindset\*

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- ✦ Greater continuity in PRSC teams & management critical
  - ✦ Greater focus on building country/institutional relations (2-3 countries vs. 5-6 in the past?)
  - ✦ Review promotion criteria: country knowledge
  - ✦ Acknowledge @ all levels that preparation / trust building is a long-term process
    - ◆ Time table for PRSC shouldn't be mandated
    - ◆ Short term impact may be reduced \$, increased BB
    - ◆ Manage expectations & transition
  - ✦ Release of Bank control: taking risk

\*Source: AFR TTLs

# Key shifts req'd - Roles & Behavior\*

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- ✦ Move from TTL/Task team to consultants to Govt
  - ✦ Need different staff skills mix
    - ◆ Team needs to have diverse skills, not one type of staff
    - ◆ Avoid sacrificing technical excellence on the altar of inter-personal skills
    - ◆ Need to broaden knowledge on country poverty issues across sectors
    - ◆ More team work, incl. Field Office involvement
  - ✦ Need to have learning labs @ all levels
    - ◆ Reg. Mgt, CDs, Sector managers, team members

\*Source: AFR TTLs

Multi-sectoral

# Emerging lending instruments (AFR)

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## ✦ Poverty Reduction Credit Line

- ◆ Supporting the national expenditure program
- ◆ Support sector reforms
- ◆ Disbursing as budget support to national govt

## ✦ Capacity Building Credit Line

- ◆ For sectoral capacity building programs
- ◆ For governance, fiduciary accountability, environment, etc.
- ◆ For statistical systems, monitoring of PRSP/PRSCs
- ◆ Disbursing to specific sectoral institutions

## ✦ Local Empowerment Credit Line

- ◆ Disbursing to communities and their local govts, NGOs, ..

## ✦ Breaks alignment of lending instruments with sectors!

# Alignment @ Network Level

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## ✦ PRSP/PRSC

### ✦ Capacity Building

- ◆ Sectoral ministries
- ◆ M&E, joint ESW
- ◆ Budget policy formulation

### ✦ Local Empowerment Credit Lines

- ◆ CDD

## ✦ PRSP support & Programmatic lending

### ✦ Overhauling Sector Work

- ◆ Investment Climate (w/ DEC)
- ◆ X-infra assessments
- ◆ City Development Strategies

### ✦ New delivery mechanisms

- ◆ Output - based aid
  - Beyond PSI (?)

Requires new products, allies & attitudes!!  
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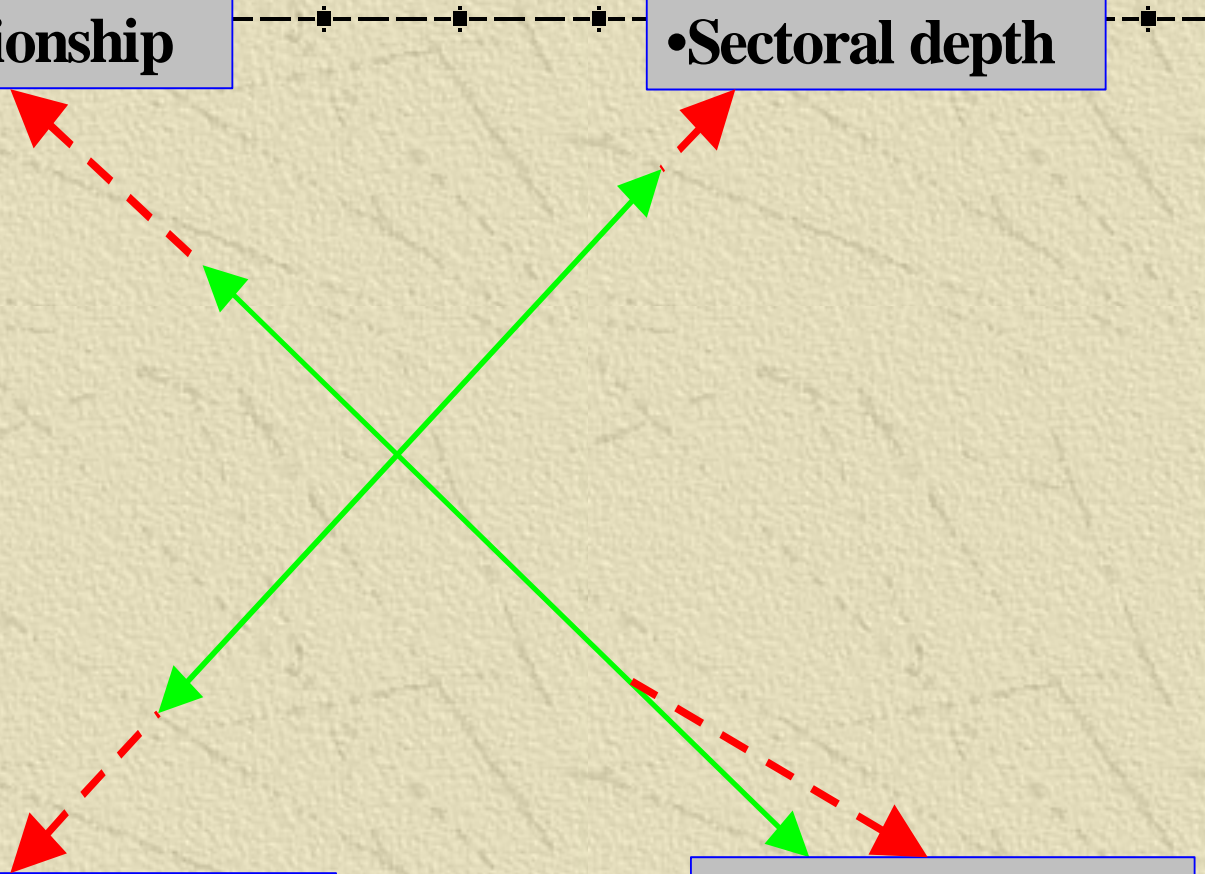


**•Team skills**  
**•Behavior / Relationship**

**•Sectoral depth**

**•Strategic and cross-sectoral skills & knowledge**

**•Bank processes**



# Future Skill Needs

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## ✦ Multi-dimensional poverty diagnostics

- ◆ Profile, dynamics, country context

## ✦ Informing policy choices

- ◆ Public, private, civil society, partnerships
- ◆ Sector, spatial, insitutional

## ✦ Public expenditure management

## ✦ Core institutional skills

- ◆ Civil service reform, decentralization, PPSS, partnerships (CDD)
- ◆ Facilitating change & reform

## ✦ Core sectoral skills

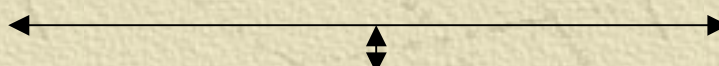
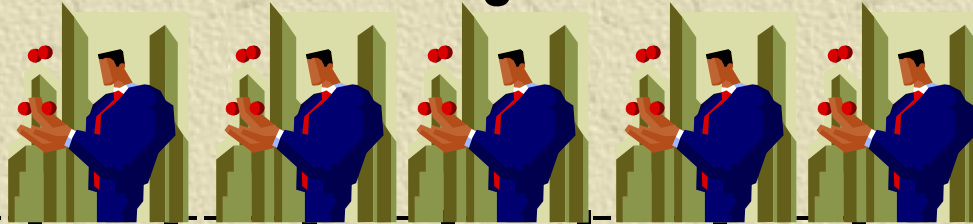
## ✦ Core operational skills

- ◆ Risk assessment & mgt

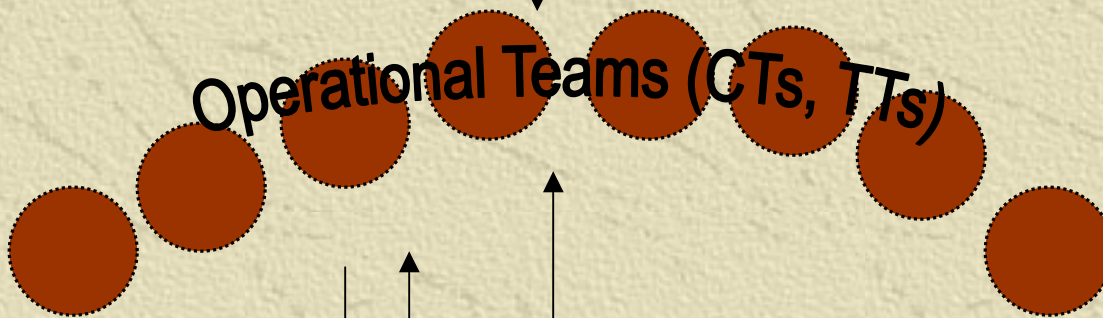
## ✦ Behavioral skills

- ◆ Team management
- ◆ Facilitation
- ◆ Participatory approaches
- ◆ Strategic communication
- ◆ Negotiation

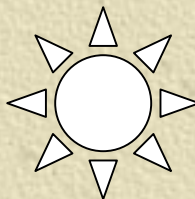
# Management



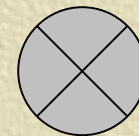
# Operational Teams (CTs, TTs)



Learning  
Advisors



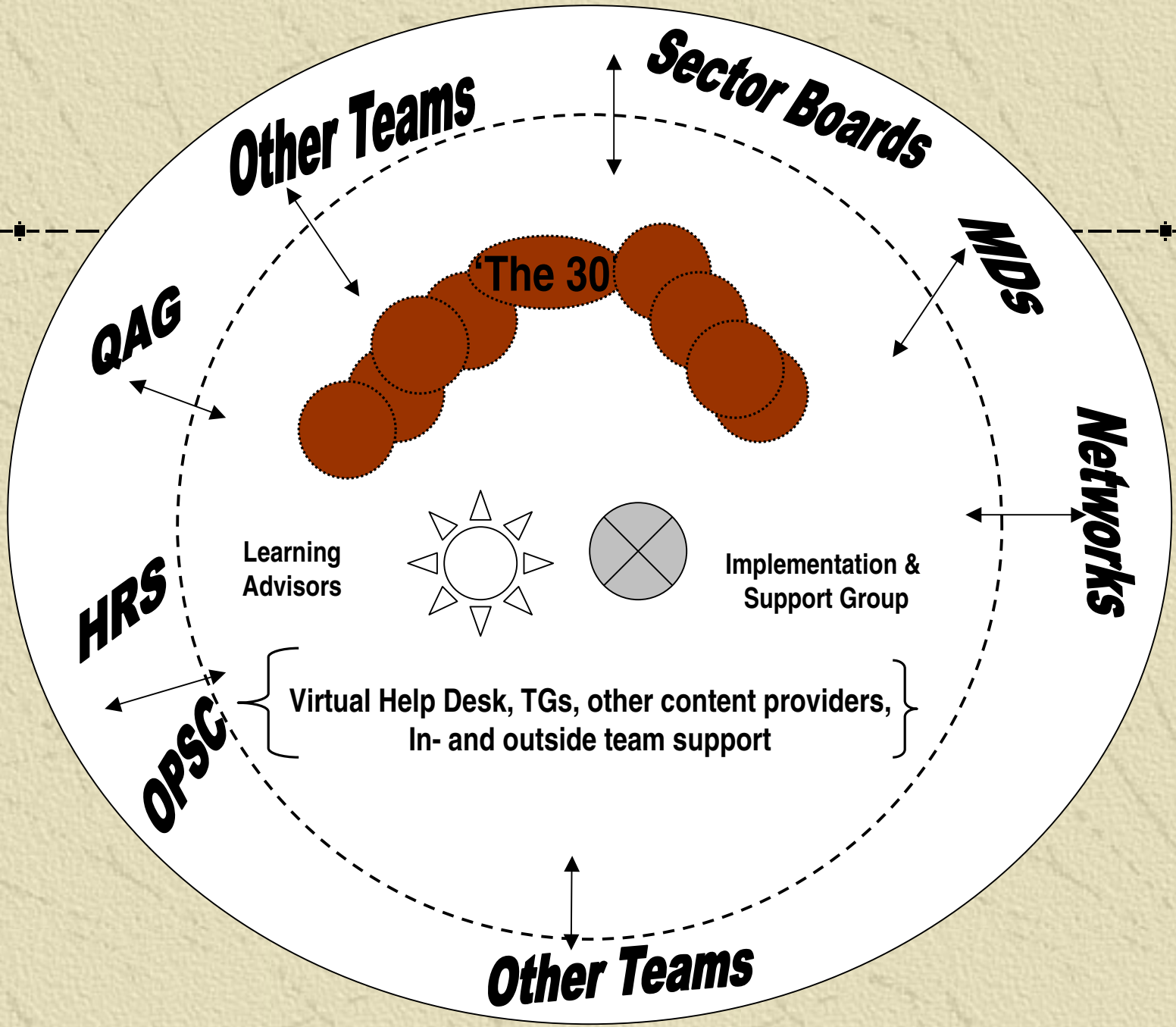
Implementation &  
Support Group



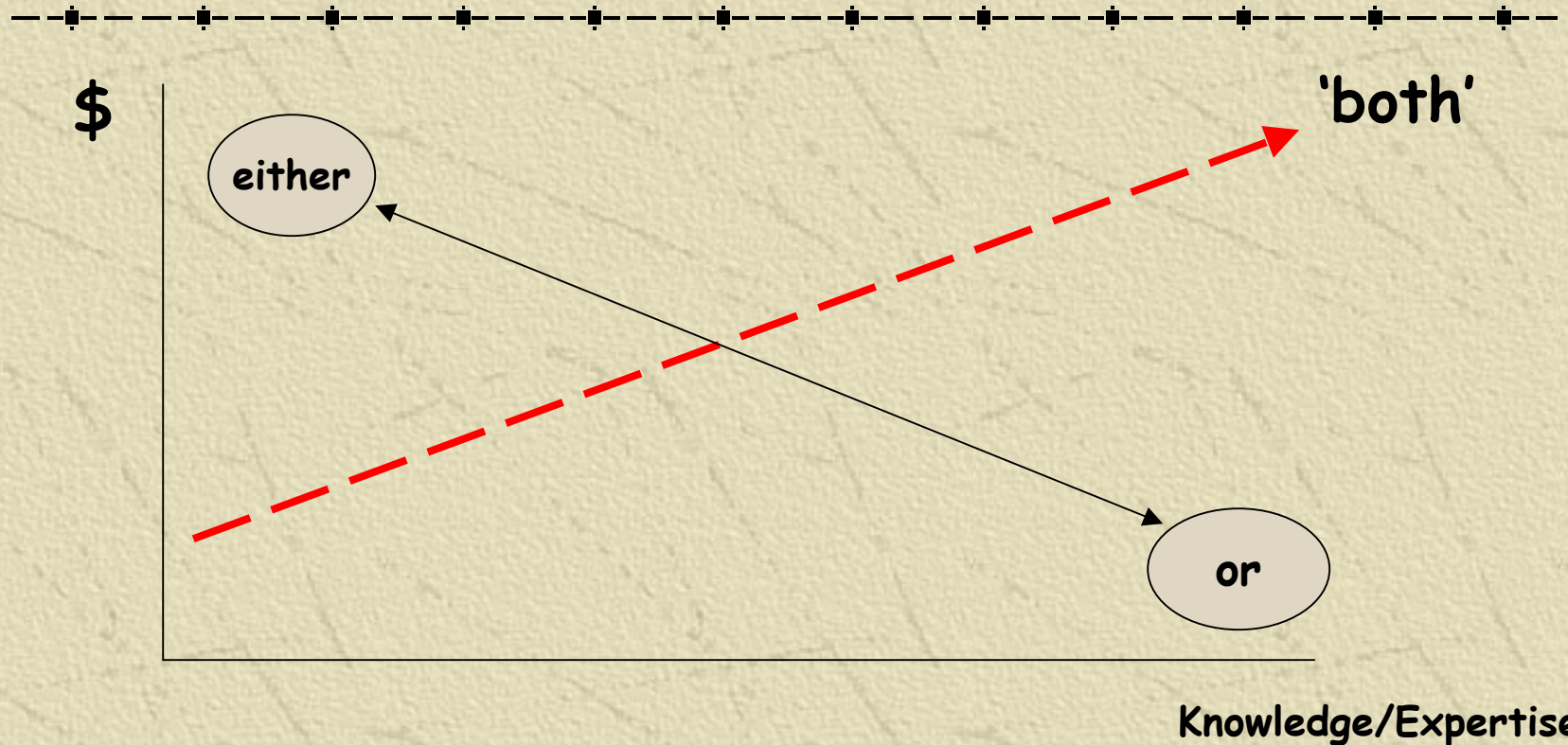
Virtual Help Desk, TGs, other content providers,  
In- and outside team support



Inside > Outside



# Changing the model



- More wholesaling through economy-wide financing?
- More field-based support for program mgt, capacity, safeguards?
- Sectoral specialists at HQ?

# Thinking about next steps

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- ✦ Approaching innovation & risk
  - ◆ Culture & behavior as key variables
  - ◆ Learning across and at all levels
- ✦ Changing our internal mindset
  - ◆ Increased pressure/premium on client responsiveness !
  - ◆ Knowledge, teams and internal alliances vs. being left behind ->>> can we all become 'Sectors of Engagement'?
- ✦ Adapting the vision and getting in sync
  - ◆ Creating space and managing transition dynamics
  - ◆ Initiative for setting precedents is local
- ✦ If none of us has all the answers, where do we begin?