

Annex 1: Results Matrix

Pillar I: Improved Competitiveness and Employment Opportunities			
Country Development Goals	Outcomes the WBG expects to influence during the CPS period	Intermediate milestones/indicators the WBG expects to influence during the CPS period	World Bank Group Contributing Activities
<p>9th Development Plan: 2007-2013</p> <ul style="list-style-type: none"> Government Program 2007-2011 Action Plans for 2007-2008 and Annual Program for 2008 EU Alignment Harmonization Program: 2007-2013 	<ul style="list-style-type: none"> Sound macro-policies leading to sound public debt and external position. 	<ul style="list-style-type: none"> Effective economic policy dialogue, grounded in AAA findings. 	<p><u>Planned Financing:</u></p> <ul style="list-style-type: none"> Programmatic competitiveness and employment development policy lending (CEDPL series). Programmatic public sector development policy lending (PPDPL series). Energy sector development policy lending. <p><u>Planned AAA:</u></p> <ul style="list-style-type: none"> Country Economic Memorandum on selected growth issues, e.g. informality. Programmatic economic and sector work on economic growth. <p><u>On-going AAA:</u></p> <ul style="list-style-type: none"> Country Economic Memorandum II. Policy Notes.
<p>Sustained macroeconomic stability and sustained economic growth</p> <p>Source: 9th Development Plan</p> <ul style="list-style-type: none"> Economic growth of 7% on average. Sustained primary surplus of the public sector Baseline: 6.5% of GDP in 2006 and 4.1 % of GDP in 2007 (estimate) 	<p><u>Private sector:</u></p> <ul style="list-style-type: none"> Increased export growth, to 11.2% p.a. Baseline for 2006 is 8.5%. Sustained strong FDI inflow. Baseline: Target of US\$ 12.1 billion annual average 2006 actual: US\$20.1 billion. Expansion of R&D expenditures, from 0.8% of GDP in 2006. R&D expenditures to grow by 5 percent per year or more on average. <p><u>Financial Sector:</u></p> <ul style="list-style-type: none"> Increase private sector access to finance in Turkey by strengthening credit markets. Target: Expand the share of total credit in GNP from 31.7 percent in 2006 to around 35 percent by 2011. Expand the scope of financial services in Turkey by developing non-bank finance as measured by NBF assets (leasing assets, and insurance firm assets/total financial sector assets). 	<ul style="list-style-type: none"> Increased medium-term financing for exporting firms and SMEs. Effective PPP legislation, informed by Bank supported international dialogue, advisory work and workshops. Development of Intellectual Property Rights legislation aligned with the EU Acquis Implementation of investment climate reforms to facilitate entry and exit and remove obstacles to the growth of surviving entrants, such as a) bankruptcy reform including legislation; b) approving state aid legislation in conformity with EU and c) facilitating enterprise formalization by easing doing business. 	<p><u>Planned Financing:</u></p> <ul style="list-style-type: none"> Programmatic competitiveness and employment development policy lending (CEDPL series). Export Finance / Access to Finance Credit Line(s). Energy Supply Security Sector Investment Program (incl. generation). <p><u>Planned AAA:</u></p> <ul style="list-style-type: none"> Investment climate assessment follow up work Financial sector assessment follow-up Dialogue/workshop/advisory work/TA on Public Private Partnerships (PPP); PPP-implementation of legislation Technology adoption, research and development, and innovation. Country Economic Memorandum on selected growth issues, e.g. informality. <p><u>On-going Financing:</u></p> <ul style="list-style-type: none"> EFIL 3 (FY05) Access to Finance for SMEs (FY06) <p><u>Ongoing AAA:</u></p> <ul style="list-style-type: none"> Investment Climate Assessment (ICA). PPP Advisory Work + TA (consultant study). IDF grant for Investment Support and Promotion Agency for Turkey (ISPAT).
<p>Increased private investment, improved export competitiveness; deeper and broader financial sector</p> <p>Source: 9th Development Plan</p> <ul style="list-style-type: none"> Gross Fixed Investments/GDP to reach 24.2 percent by 2013. Baseline for 2006 is 21.2%. Exports to grow on average 11.2 percent per year by 2013. Baseline for 2006 is 8.5%. Increase efficiency and service delivery in transport sector. 	<p><u>Private sector:</u></p> <ul style="list-style-type: none"> Increased export growth, to 11.2% p.a. Baseline for 2006 is 8.5%. Sustained strong FDI inflow. Baseline: Target of US\$ 12.1 billion annual average 2006 actual: US\$20.1 billion. Expansion of R&D expenditures, from 0.8% of GDP in 2006. R&D expenditures to grow by 5 percent per year or more on average. <p><u>Financial Sector:</u></p> <ul style="list-style-type: none"> Increase private sector access to finance in Turkey by strengthening credit markets. Target: Expand the share of total credit in GNP from 31.7 percent in 2006 to around 35 percent by 2011. Expand the scope of financial services in Turkey by developing non-bank finance as measured by NBF assets (leasing assets, and insurance firm assets/total financial sector assets). 	<ul style="list-style-type: none"> Increased medium-term financing for exporting firms and SMEs. Effective PPP legislation, informed by Bank supported international dialogue, advisory work and workshops. Development of Intellectual Property Rights legislation aligned with the EU Acquis Implementation of investment climate reforms to facilitate entry and exit and remove obstacles to the growth of surviving entrants, such as a) bankruptcy reform including legislation; b) approving state aid legislation in conformity with EU and c) facilitating enterprise formalization by easing doing business. 	<p><u>Planned Financing:</u></p> <ul style="list-style-type: none"> Programmatic competitiveness and employment development policy lending (CEDPL series). Export Finance / Access to Finance Credit Line(s). Energy Supply Security Sector Investment Program (incl. generation). <p><u>Planned AAA:</u></p> <ul style="list-style-type: none"> Investment climate assessment follow up work Financial sector assessment follow-up Dialogue/workshop/advisory work/TA on Public Private Partnerships (PPP); PPP-implementation of legislation Technology adoption, research and development, and innovation. Country Economic Memorandum on selected growth issues, e.g. informality. <p><u>On-going Financing:</u></p> <ul style="list-style-type: none"> EFIL 3 (FY05) Access to Finance for SMEs (FY06) <p><u>Ongoing AAA:</u></p> <ul style="list-style-type: none"> Investment Climate Assessment (ICA). PPP Advisory Work + TA (consultant study). IDF grant for Investment Support and Promotion Agency for Turkey (ISPAT).

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<ul style="list-style-type: none"> ▪ 9th Development Plan: 2007-2013 ▪ Government Program 2007-2011 Action Plans for 2007-2008 and Annual Program for 2008 ▪ EU Alignment Harmonization Program: 2007-2013 			<p><u>IFC planned:</u></p> <ul style="list-style-type: none"> ▪ IFC financial products and services to help SME, develop insurance and pension industries, expand housing finance, and improve environmental and social sustainability. <p><u>IFC on-going:</u></p> <ul style="list-style-type: none"> ▪ Credit line and other financial products to support SME and export development. ▪ Financing private sector investments in ports, airports and logistics facilities. Possible advisory support to the Government to attract private sector participation in the road sector. ▪ Financing of second tier companies to become more competitive and diversify risk through increased exports. ▪ Continued support for Turkish companies investing outside Turkey. <p><u>MIGA Program:</u></p> <ul style="list-style-type: none"> ▪ One ongoing energy project in Turkey; two ongoing projects of Turkish investors in Iran and Turkmenistan.
<p>Increased employment Source: 9th Development Plan</p> <ul style="list-style-type: none"> ▪ Employment rate increased from 43.6 percent (2006) to 46.8 percent in 2013. ▪ Female labor force participation increased from 25.4 percent in 2006 to 29.6 percent in 2013. ▪ Reduced non-wage labor costs. Baseline: 22% of salary in 2006. 	<ul style="list-style-type: none"> ▪ Passage of labor market reform law that increases labor market flexibility and improves the effective protection of workers. 	<ul style="list-style-type: none"> ▪ At least 3,000 workers made redundant by SOE privatization are placed in permanent employment under Labor Redeployment Services during 2007-11. ▪ Labor market relevant policies informed by Bank supported AAA. ▪ Implementation of measures to reduce non-financial costs of employment for employers, such as those imposed by profession-specific employment quotas and similar legal constraints. 	<p><u>Planned Financing:</u></p> <ul style="list-style-type: none"> ▪ Programmatic competitiveness and employment development policy lending (CEDPL series). ▪ Combined private-public financing of skill training and employment (possible). ▪ Social Inclusion and Employment. <p><u>Planned AAA:</u></p> <ul style="list-style-type: none"> ▪ Country Economic Memorandum on selected growth issues, e.g. informality. ▪ Programmatic economic and sector work on employment. ▪ Female Labor Force Participation AAA. ▪ Programmatic Welfare and Social Policy AAA ▪ WBI program on education supporting reforms in a knowledge-based economy necessary for improved employment generation and increased growth competitiveness. <p><u>On-going Financing:</u></p> <ul style="list-style-type: none"> ▪ PSSP 2 (FY05) <p><u>On-going AAA:</u></p> <ul style="list-style-type: none"> ▪ Investing in the Future: school-to-Work Transition ▪ Policy Note on Labor Markets

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<p>Reliable and efficient energy supply</p> <p>Source: 9th Development Plan and Annual Program for 2008.</p> <ul style="list-style-type: none"> ▪ Pass on costs to tariffs without any administrative intervention. ▪ Privatization of distribution companies and selected generation assets. ▪ Supply security improved at minimum cost. 	<ul style="list-style-type: none"> ▪ Improved electricity supply security by better demand management and increased generation. Baseline - 176 TWh annual output in 2006. ▪ Achieved full pass-through of costs to electricity tariffs. Baseline - proportion of electricity costs passed through to consumers: 91% in 2006. ▪ Reduced distribution system technical losses from 15.1% in 2006. ▪ Increased private sector participation in power distribution and generation. Baseline: 3% of the market served by distribution companies and 59.6% of generation output was private as of 2006. 	<ul style="list-style-type: none"> ▪ Tariff setting mechanisms revised to allow full pass-through of costs to intermediate and end-user tariffs. ▪ Supply security measures informed by analytic work and energy program financing: e.g., improving supply and demand side energy efficiency; increasing renewable energy generation; introducing capacity mechanisms during CPS period. ▪ Improve operational effectiveness of the Turkish electricity market and power systems, informed by advisory services on market functioning and rehabilitation of generation, transmission, and distribution networks, as measured by the approval of final market rules and their subsequent implementation during CPS period. ▪ Implementation of the energy efficiency law commenced. ▪ Pilot of geothermal scheme to demonstrate heating efficiency. 	<p><u>Planned Financing:</u></p> <ul style="list-style-type: none"> ▪ Energy sector development policy lending. ▪ Transmission Network Strengthening Loan. ▪ Energy Supply Security Sector Investment Program (incl. generation). ▪ Private Sector Financing for Renewable Energy and Energy Efficiency. ▪ Possible use of IBRD/MIGA guarantees. <p><u>Planned AAA:</u></p> <ul style="list-style-type: none"> • Programmatic energy sector work incl. expert panel. <p><u>On-going Financing:</u></p> <ul style="list-style-type: none"> ▪ ECSEE APL 2 and 3 (FY05 and FY06) ▪ Electricity Distribution (FY07) ▪ Electricity Generation (FY06) ▪ Renewable Energy (FY04) ▪ Gas Development (FY06) ▪ MIGA: One ongoing energy project. <p><u>On-going AAA:</u></p> <ul style="list-style-type: none"> ▪ Programmatic energy sector work incl. expert panel. ▪ ESMAP supporting electricity market development. ▪ Policy Note on Energy. <p><u>IFC:</u></p> <ul style="list-style-type: none"> ▪ Financing for energy investments supporting supply security, improved energy efficiency and increased private sector participation

Pillar II: Equitable Human and Social Development			
Country Development Goals Government Program and Action Plan: <ul style="list-style-type: none"> ▪ 9th Development Plan: 2007-2013 ▪ Government Program 2007-2011 Action Plans for 2007-2008 and Annual Program for 2008 ▪ EU Alignment Harmonization Program: 2007-2013 	Outcomes the WBG expects to influence during the CPS period	Intermediate milestones/indicators the WBG expects to influence during the CPS period	World Bank Group Contributing Activities
<p>Increasing the Effectiveness of the Social Security System and Improving the Income Distribution, Social Inclusion and the Fight Against Poverty</p> <p>Source: 9th Development Plan</p>	<ul style="list-style-type: none"> ▪ Long-term sustainability of the social security improves as evidenced by successful implementation of new social security and universal health insurance law. ▪ Equity of pension system improves: pension parameters are unified for workers, self-employed and new civil servants. ▪ Effective financial protection of the poor in health: a new targeting system (such as proxy means testing) is introduced for non-contributory health insurance, is implemented, and reaches at least 50 percent of the vulnerable population in 2011. ▪ A coordinated social assistance system under clear management authority with adequate budgetary financing has been established. 	<ul style="list-style-type: none"> ▪ Enactment and effectiveness of a revised social security and universal health insurance law. ▪ Enactment of social assistance law creating a coordinated social assistance system. ▪ Increased coverage of health insurance among vulnerable groups by end 2008. ▪ Effective proxy means testing system for green card holders developed and implemented, informed by Bank supported analysis and advice. 	<p><u>Planned Financing:</u></p> <ul style="list-style-type: none"> ▪ Programmatic public sector development policy lending (PPDPL series). ▪ Health Transition and Social Security Reform (APL Phase II) ▪ Social Inclusion and Employment Program <p><u>Planned AAA:</u></p> <ul style="list-style-type: none"> ▪ Programmatic Welfare and Social Policy AAA. ▪ WBI programs on (i) institutional capacity building for effective social policy development and implementation; (ii) OECD social safety net policies. <p><u>On-going AAA:</u></p> <ul style="list-style-type: none"> ▪ Programmatic Non-Lending Social Insurance Technical Assistance (social security modeling).
<p>Making the Health System more Effective</p> <p>Source: 9th Development Plan</p> <ul style="list-style-type: none"> ▪ Number of people per physician will be 658 and number of person per inpatient beds will be 335 in 2013 ▪ Number of New Admissions to Faculties of Medicine will be 7000 in 2013 	<ul style="list-style-type: none"> ▪ Allocative and technical efficiency of health services improved. In particular: (i) increased spending on preventive and primary health care services increased, from around 25 percent of total public spending on health in 2006 to around 30 percent or more in 2011; (ii) occupancy rate of hospitals increases by at least 10 percent, from 65 percent in 2006 to at least 75 percent in 2011. For both indicators, provider and household survey are expected to be undertaken to confirm/update baseline in 2009. 	<ul style="list-style-type: none"> ▪ Family medicine and strengthened community health services implemented in at least 15 provinces of Turkey. 	<p><u>Planned Financing:</u></p> <ul style="list-style-type: none"> ▪ Programmatic public sector development policy lending (PPDPL series). ▪ Health Transition and Social Security Reform (APLII) ▪ Health (UHI Implementation) <p><u>Planned AAA:</u></p> <ul style="list-style-type: none"> ▪ Programmatic Welfare and Social Policy <p><u>On-going financing:</u></p> <ul style="list-style-type: none"> ▪ Health Transition Project (FY04) <p><u>On-going AAA:</u></p> <ul style="list-style-type: none"> ▪ Health Sector Integrated Fiduciary Assessment ▪ Health Sector Review (jointly with OECD) ▪ Programmatic Welfare and Social Policy ▪ Programmatic non-lending TA in health. <p><u>IFC:</u></p> <ul style="list-style-type: none"> ▪ Financing to support private sector participation in the health sector.

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Country Development Goals Government Program and Action Plan: <ul style="list-style-type: none"> ▪ 9th Development Plan: 2007-2013 ▪ Government Program 2007-2011 Action Plans for 2007-2008 and Annual Program for 2008 ▪ EU Alignment Harmonization Program: 2007-2013 	Outcomes the WBG expects to influence during the CPS period	Intermediate milestones/indicators the WBG expects to influence during the CPS period	World Bank Group Contributing Activities
<p>Enhancing the educational system and increasing the sensitivity of education to labor demand Source: 9th Development Plan</p> <ul style="list-style-type: none"> ▪ Gross pre-school enrolment rate increases from 19.9 percent (2005/6) to 50 percent (2012/13) ▪ Increased transition rate to secondary school, from 80 percent 2007-2008 academic year ▪ Gross secondary enrolment rate increases from 85 percent (2005/2006) to 90 percent (2011) ▪ Total higher education enrolment increases from 38.4 percent (2005/6) to 48 percent (2012/13) 	<ul style="list-style-type: none"> ▪ Improved secondary schooling graduation/attainment rate to 50 percent (youth 20-24): Baseline: is 44.7% in 2006. ▪ Improved education quality and student performance: improvement in PISA result between 2006 (baseline: average score 424) and 2009 as well as reduced disparities between students ▪ Development and implementation of flexible, modular- and competency-based lifelong learning strategy. 	<ul style="list-style-type: none"> ▪ Revised secondary school education curricula implemented in four main subjects for students in grades 9 to 12. ▪ National career guidance and counseling system developed and implemented. ▪ Foreign language teacher training program designed, implemented and evaluated. ▪ National debate is informed on education quality. 	<p><u>Planned Financing:</u></p> <ul style="list-style-type: none"> ▪ Output and performance based operations under discussion. <p><u>Planned AAA:</u></p> <ul style="list-style-type: none"> ▪ Education quality Note ▪ WBI program on education supporting reforms in a knowledge-based economy necessary for improved employment generation and increased growth and competitiveness. <p><u>On-going Financing:</u></p> <ul style="list-style-type: none"> ▪ Secondary Education Project (SEP) (FY05). <p><u>On-going AAA:</u></p> <ul style="list-style-type: none"> ▪ Higher Education Review ▪ Investing in the Future: School-Work Transition <p><u>IFC:</u></p> <ul style="list-style-type: none"> ▪ Financing to support Private Sector Participation in the education sector.

Pillar III: Efficient Provision of High Quality Public Services			
Country Development Goals Government Program and Action Plan: <ul style="list-style-type: none"> ▪ 9th Development Plan: 2007-2013 ▪ Government Program 2007-2011 Action Plans for 2007-2008 and Annual Program for 2008 ▪ EU Alignment Harmonization Program: 2007-2013 	Outcomes the WBG expects to influence during the CPS period	Intermediate milestones/indicators the WBG expects to influence during the CPS period	World Bank Group Contributing Activities
<p>Public Expenditures Management System rationalized and well structured</p> <p>Source: (i) 9th Development Plan, (ii) Government's Action Plan for 2007, and (iii) Government's Annual Program for 2008.</p>	<ul style="list-style-type: none"> ▪ Turkish Court of Accounts given the mandate to audit entire general government and do financial and performance audit. ▪ Efficiency and economic life of existing public capital stock increased. ▪ Effective implementation of Public Financial Management and Control Law maintained. ▪ Financial controls and internal and external audit structures improved. ▪ TCDD (Railway Company) operating revenues increased toward commercial operational viability. 	<ul style="list-style-type: none"> ▪ New law on Turkish Court of Accounts adopted and implemented. ▪ Strategy development units have become operational in all general government institutions and at least 60 central government institutions have completed their strategic plans. ▪ Specific codes to allow MOF and MOH to track the program expenditures applied under Health Transition Program. ▪ Legal and operational restructuring of TCDD (Railway Company) as commercial entity. 	<p><u>Planned Financing:</u></p> <ul style="list-style-type: none"> ▪ Programmatic public sector development policy lending (PPDPL series). ▪ Railway APL II <p><u>Planned AAA:</u></p> <ul style="list-style-type: none"> ▪ Public Expenditure and Finance Work. <p><u>On-going Financing:</u></p> <ul style="list-style-type: none"> ▪ Railways Restructuring Project (FY05) ▪ Health Reform and Social Security (APLII)
<p>Public sector governance strengthened</p> <p>Source: 9th Development Plan</p>	<ul style="list-style-type: none"> ▪ Fast, fair and reliable operation of the judicial system through improvements in the quality of judging process and legal and institutional structures. ▪ Legal disputes resolved in a fast, simple and effective manner with low costs and reduced workload of judicial authorities through alternative dispute resolution methods in the legal system. ▪ Increased efficiency in judicial services and accelerated judicial process through the transfer of services into the electronic environment and sharing information among judicial institutions and other public organizations. 	<ul style="list-style-type: none"> ▪ New Civil Procedural Code enacted. ▪ At least 3 Regional Courts of Appeal have been established and are fully operational. ▪ Implementation of the judicial network project (UYAP) establishes online connections of 95 percent or more of courts by end of CPS period. ▪ Policy recommendations drafted for deepening judicial reform for faster and more efficient judicial service provision with focus on courts. 	<p><u>Planned Financing:</u></p> <ul style="list-style-type: none"> ▪ Programmatic public sector development policy lending (PPDPL series). <p><u>Planned AAA:</u></p> <ul style="list-style-type: none"> ▪ Judicial Reform. <p><u>On-going AAA:</u></p> <ul style="list-style-type: none"> ▪ Policy Note on Judicial Reform ▪ IFA (FY07)

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<p>Improved local service delivery and disaster preparedness</p> <p>Source: 9th Development Plan</p> <ul style="list-style-type: none"> ▪ Strengthen local financial management systems. ▪ Improved government services through dissemination and effectiveness of e-government applications. 	<p><u>Municipal Development:</u></p> <ul style="list-style-type: none"> ▪ Implementation of public expenditure management reforms such as adequate operation and maintenance and targeted completion of priority infrastructure projects that are economically feasible, to promote more efficient use of municipal resources . ▪ Local financial management systems consistent with international practice standards in tracking resources, monitoring service levels, programming capital investments in municipal and environmental infrastructure. ▪ Reduce overdue receivables of local administrations to Treasury. Baseline: YTL 4,215 million (2007) ▪ Increased private sector involvement in local services and financing to municipalities to address problems of limited fiscal space. <p><u>Cadastre/land registration:</u></p> <ul style="list-style-type: none"> ▪ Fewer cadastre disputes in courts. ▪ Integration of real estate information into the overall e-government program. ▪ Property valuation policy is in line with international practices and standards achieved under Cadastre Modernization <p><u>Disaster Preparedness:</u></p> <ul style="list-style-type: none"> ▪ Streamline institutional responsibilities for disaster management. 	<p><u>Municipal Development:</u></p> <ul style="list-style-type: none"> ▪ Passing of Municipal Revenues Law establishing local financial discipline. ▪ New revenue sharing law for Special Provincial Administrations and municipalities enacted resulting in increased revenue transfers from national government to local administrations. ▪ Quality of municipal infrastructure improved in targeted municipalities as measured by the expansion of water supply, sewerage and solid waste services to serve 2 million or more users. ▪ Targeted public facilities (tbd) retrofitted to resist a major earthquake in Istanbul municipality. ▪ Automation of land administration allowing improved property valuation and taxation and urban development. <p><u>Cadastre/land registration:</u></p> <ul style="list-style-type: none"> ▪ Reduced number of cadastre disputes in courts, from 4% of properties in targeted focus areas in 2007 to 2 % by 2013. ▪ Rural land parcels in 20 provinces have cadastral maps, titles of the documented owners and electronic cadastre records. ▪ 40,000 square km of base maps including orthophoto maps are produced. ▪ At least 4 million parcels renovated/updated in digital format. <p><u>Disaster Preparedness:</u></p> <ul style="list-style-type: none"> ▪ Retrofitting of 400 schools and hospitals in Istanbul Province 	<p><u>Planned Financing:</u></p> <ul style="list-style-type: none"> ▪ Programmatic public sector development policy lending (PPDPL series). ▪ Municipal Services II ▪ Municipal Infrastructure (Metropolitan Cities). ▪ Cadastre Modernization. ▪ Environment and Natural Resources incl. GEF from Investment Fund for the Mediterranean Sea Large Marine Ecosystem Partnership. ▪ Irrigation SWAp. ▪ Possible financing for natural disaster preparedness, e.g. through public/private infrastructure investments, Cat Bond, or CAT DDO contingent financing. <p><u>Planned AAA:</u></p> <ul style="list-style-type: none"> ▪ World Water Forum ▪ Selected issues in regional development and municipal finance. ▪ Natural disaster risk assessment. <p><u>On-going Financing:</u></p> <ul style="list-style-type: none"> ▪ Municipal Services ▪ Istanbul Seismic Risk Mitigation and Emergency Preparedness (ISMEP) ▪ Istanbul Municipal Infrastructure ▪ Agricultural Reform Implementation (ARIP) <p><u>On-going AAA:</u></p> <ul style="list-style-type: none"> ▪ Istanbul Municipal Development <p><u>IFC:</u></p> <ul style="list-style-type: none"> ▪ Financing private sector participation in urban transport projects. ▪ Possible support to the Government to increase private sector participation in water, wastewater, and waste management sectors.