



# MEASURING RESULTS TO IMPROVE LIVES



WORLD BANK GROUP



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# USING RESULTS TO MEASURE WORLD BANK WORK

The World Bank Group's goal is to help people out of poverty, whether they live in the very poorest nations or in those that have grown to join the ranks of "middle-income" countries. To ensure it is delivering on this promise, the World Bank Group focuses on results in all its activities, whether they are lending programs to boost economic growth in a middle-income country or technical advice to help improve social services in poorer ones.

Reflecting the diverse needs of developing countries globally, this support is provided through the organizations that make up the World Bank Group: the International Development Association (IDA), the International Bank for Reconstruction and Development (IBRD), the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Centre for the Settlement of Investment Disputes (ICSID). IDA and IBRD assist with financing and technical advice to governments in poor and middle-income countries respectively, while IFC and MIGA help governments attract private sector investment. ICSID is an impartial arbiter in trade and investment cases, helping ensure businesses have the confidence

to invest in developing countries, and governments have protection under international law.

Yet ultimately it is involved citizens who are taking charge

and making a difference in their households, villages, and neighborhoods—the women of Andhra Pradesh, poor school girls in Bangladesh, the people of Ethiopia, and the poor farm families in the Kyrgyz Republic. Benefiting from their stories of success, the World Bank Group is constantly looking for ways to improve so it can continue to provide the best possible solutions to those who need them most. The World Bank Group never works alone, and is constantly sharing information and experiences with governments, donors, businesses, and civil society so that all can understand how people working together have, with timely help, improved the quality of their lives.

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## CHANGE FOR THE BETTER

A meaningful path out of poverty requires a strong and vibrant economy that produces jobs and good wages, as well as a government that has the capacity to provide and pay for schools, hospitals, roads, and energy. For more than six decades, the World Bank Group has partnered with governments worldwide, providing them both the financial and technical help to deliver on both these priorities.



Economic growth in countries supported by IDA—the world's poorest countries—more than doubled in the three years to the end of 2009 compared with the previous 15 years, and real gross domestic product (GDP) per capita grew by 5.8 percent annually. In Sub-Saharan Africa, the proportion of people in IDA countries

living on less than US\$1.25 a day dropped four percentage points to 42.4 percent between 2002 and 2005. In addition to supporting government efforts to boost their economies, IDA and IBRD programs also have benefitted millions of people through improvements in the areas of health, education, social protection, infrastructure, rural

development, the environment, public financial management, and private sector development.

A review of just 44 IBRD projects that finished in the year prior to June 2009 showed direct benefits to nearly 4.2 million people in poverty. Around 2.6 million poor households had greater access to health, education and other services, and enjoyed new opportunities to generate new income, lifting many households out of poverty. These IBRD programs supported around 177,000 poor children, and helped boost women's participation in community development programs to more than 50 percent from 30 percent.

In Colombia, the number of poor people in an IBRD-backed subsidized health insurance program almost doubled to 18 million in 2007 from 10 million in 2002. In Brazil, where over 15 percent of the population lives in extreme poverty, citizens benefitted from education, health, and social programs. In the Philippines, more than a million poor households gained access to various basic infrastructure, social, and environmental services through IBRD support to local governments. At the same time, revenue collection by local authorities also improved by nearly US\$100 million over four years.

In 2008, IFC, through support to its client companies, generated



## HELPING CHILDREN IN BANGLADESH STAY IN SCHOOL

Fareeha has wanted to be a doctor for as long as she can remember. But her parents worked and needed someone to look after their younger children. As the oldest child, this responsibility fell on Fareeha who faced the prospect of leaving school. Now thanks to the nationwide stipend programs in Bangladesh, which offer families money to keep their children in school, enrollment of girls has increased and their learning levels have improved. Fareeha's dream of a brighter future is back on track. Her mother has been able to stay at home, and Fareeha has completed her secondary education. And she is not alone. This Female Secondary School Assistance Program has enabled Bangladesh to achieve one of its Millennium Development Goals ahead of time—gender parity in education. Elsewhere in the subcontinent similar success stories are being written. In India, an additional 20 million children have been able to go to elementary school, and the gender gap has continued to shrink, with 93 girls for every 100 boys in primary school in 2008.

2.1 million jobs, served 5.5 million patients, and helped educate 1.2 million students. These companies provided basic utility services such as water distribution, electricity, and gas to more than 200 million customers, and hooked up 220 million phone connections. Clients also provided 9.8 million loans to micro-, small-, and medium-sized enterprises. IFC helped strengthen the management of small and midsize firms in many countries, helping train thousands of entrepreneurs. It is estimated that for every

US\$1 million in investments, IFC infrastructure clients connected more than 80,000 people to utility services, and financial market clients supported 430 micro- and small- and medium-sized enterprises with loans totaling more than US\$15 million.

Similarly, each dollar of MIGA investment brings a client country an estimated four dollars of foreign direct investment. These projects, in turn, generate benefits above and beyond a risk-free return. MIGA support

helped attract commercially-viable investment that in turn delivered far wider benefits as customers obtained new, more affordable, or better products and services; employees were hired or promoted; suppliers increased their sales; governments received more taxes and other payments; and neighbors benefited from community development programs.

## MEASURING RESULTS



The World Bank Group and its country partners are documenting development outputs and outcomes to better understand the wider impact on results. The focus, for example, is on counting both the number of hospitals or rural health clinics built and the impact that their services had on the lives of people who use them. Did access to health care improve? How many children were inoculated against infectious diseases? What was the impact on under-five child mortality? Were more children able to go to school because of better access? Going beyond the surface statistics to judge whether World Bank Group support has improved the lives of the poor is at the heart of its approach to measuring results.

### › **Core Sector Indicators.**

Since July 2009, the World Bank has strengthened how it measures results by collecting and aggregating data from IDA projects in seven key sectors:

education; health; information and communication technology; micro-, small-, and medium-sized enterprises; roads; urban development and water supply. This supplements

the more-detailed project, country, and sector results data previously available. IBRD is also considering the adoption of Core Sector Indicators to assess its work.

› **IDA at Work and World Bank at Work.** Quantitative data—enhanced by these Core Sector Indicators—is complemented by qualitative overviews at the country, sector, thematic, and project levels. These qualitative reviews illustrate how IDA and IBRD are supporting government development programs—whether the effort is bolstering governance to reduce poverty in Bangladesh, boosting agricultural competitiveness in Burkina

Faso, assisting the judicial system in Ethiopia, or bringing clean water to communities in Rwanda.

› **The Development Impact Evaluation (DIME) Initiative.**

World Bank Group staff work closely with government agencies in developing countries to design impact evaluations of World Bank-supported projects and build on the lessons learned. These impact evaluations compare the outcomes of a program against what would have happened to beneficiaries *without* the program.

› **The IFC DOTS System.**

At the outset of every new project, IFC staff members now identify clear, standardized, and verifiable indicators, with baselines and targets. Progress is tracked throughout, permitting timely feedback into operations. In key work areas such as private sector development and, in some cases, environmental and social development, as well as projects begun before 2005, standards are sometimes less specific and ratings are based on more qualitative judgments. IFC also established a system for measuring the effectiveness

of its Advisory Services in September 2007 and since 2008, it has reported on annual changes in development results for investments and year-to-year results of in-depth Advisory Service evaluations. During the 2008 fiscal year, IFC also launched a development results portal to share findings more broadly. ([www.ifc.org/results](http://www.ifc.org/results)).

› **MIGA Development Metrics.**

MIGA is working toward a system through which it will report results across its portfolio, demonstrating the impact of MIGA's support for foreign direct investment.



The World Bank Group also helps partner countries develop their own statistical, information, and learning systems to ensure development programs are delivering as designed. It provides finance and training—for example through the new, donor-supported Statistics for Results Facility—to upgrade government monitoring and evaluation systems and skills. This support is not limited to agencies that implement Bank-supported projects but also includes offices responsible for national planning and budgets.

## HELPING THE POOR COPE WITH CRISES

Since May 2008, the Bank has committed US\$956 million to 32 countries in support of government efforts to protect the poor during the food crisis sparked by rising global commodity prices. Projects in the Central African Republic, Guinea-Bissau, Liberia, Sierra Leone, and Togo ran school feeding programs that raised nutrition levels and classroom attendance. In some of these programs, thousands of students received their only meal of the day.

Other programs provided thousands of tons of seeds and fertilizers to over 200,000 farmers in Benin, Guinea, Ethiopia, Kenya, Niger, Rwanda, Tajikistan, the Kyrgyz Republic, Togo, and Somalia, which enabled them to grow bumper crops and feed themselves, their families, and their countrymen.

The 2008 global financial crisis magnified the burden on the poor, already reeling from the food and fuel crisis. The Bank Group accelerated its support in response, committing nearly US\$60

billion in 2009 to support hard-hit countries, focusing on safety nets, infrastructure, and financing for small businesses and microfinance lenders. IBRD support helped protect essential government spending on health, education, and social protection in countries such as Bulgaria, El Salvador, Guatemala, Indonesia, Jamaica, Mexico, Panama, Peru, Poland, Serbia, Tunisia, and Ukraine.

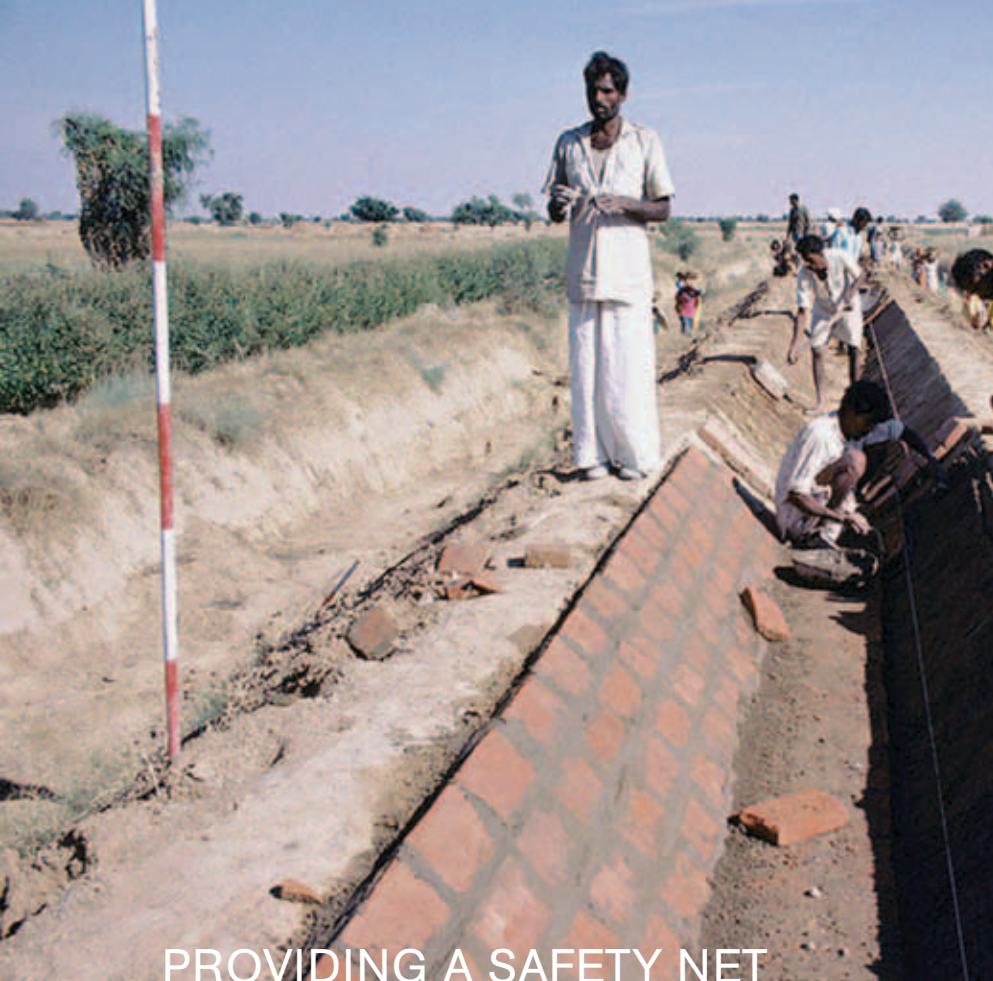
At a time when private capital flows to developing countries have dropped by half, IFC's mission of promoting the private sector in

these countries is more relevant than ever. IFC created an array of initiatives including funding and advisory services for critical sectors like infrastructure, banking, trade finance, and microfinance. It also created a fund to attract private investment to Africa's health sector. In 2009, IFC raised over US\$5 billion in funding for crisis initiatives.

MIGA launched an initiative in 2009 to support financial flows from banks to their subsidiaries in countries hardest hit by the financial crisis. In the fiscal year ending June 2009, MIGA issued US\$1.2 billion in guarantee coverage to help banks in Central and Eastern Europe carry on doing business, including lending to small- and medium-size enterprises.

World Bank support through its regular programs becomes even more important during the crisis. For example, during the global downturn World Bank assistance helped maintain social assistance programs in several countries, including Bangladesh, Burundi, Haiti, Mali, and Sierra Leone. The World Bank also helped countries cope with tightening credit markets, making funds available for investment projects that are key to maintaining longer-term development programs.





PROVIDING A SAFETY NET

## JOB CREATION THROUGH PUBLIC WORK PROGRAMS IN IDA COUNTRIES

- › 7 million people employed through public works programs in Ethiopia with 550,000 more benefiting from cash-for-work programs
- › 800,000 low-skill workers hired in Malawi
- › More than half a million employed in Bolivia, Cape Verde, Djibouti, Tanzania, and Zambia
- › More than 17 million work days created in Afghanistan, Burundi, the Republic of Congo, and Gambia
- › Over 100,000 jobs created through programs in Guinea, Liberia, Nepal, Sierra Leone, and Yemen

## FOR THE POOR

During the past five years, IDA provided US\$1.4 billion to “social safety net” programs that provide for the poorest and most vulnerable citizens in 39 of the poorest countries. Over 11 million people benefitted, mainly through public works and cash transfer and conditional cash transfer programs. Public works programs employed over 8 million people, helping them bring light and roads to their villages, classrooms for their children, and better access to health facilities for their families.

In Bangladesh, 850,000 girls received stipends for the 2008/09 school year based on their enrollment and performance, and 500,000 of the poorest out-of-school children aged 7–14 received education grants to bring them back to school. In Cambodia, a conditional cash transfer program helped

approximately 19,000 children, 64 percent of them girls, to further their educations, accounting for 14 percent of the nation’s female secondary enrollment.

Significant IBRD resources are backing stronger and more resilient social safety nets.

During the year ending June 30, 2009, US\$2.93 billion was allocated to help protect the most vulnerable through conditional cash transfers, in-kind assistance, and public works. Conditional cash transfer initiatives are targeting nearly 56 million poor people in seven IBRD-supported countries —Brazil, Colombia, Indonesia, Jamaica, Macedonia, Mexico, and the Philippines.

IBRD has also played an important role in increasing the coverage of pension systems and ensuring these are more sustainable. In Colombia for example, more than 650,000 independent workers now have access to pensions and health benefits at a lower price than before.

## BACKING BASIC

# SOCIAL SERVICES



The World Bank began lending for education in 1963 and today is the largest source of external financing for education in the developing world. Over the past five years, the Bank has doubled its education investments from the previous five years, averaging about US\$2 billion annually. The benefits from this increased support are obvious: there are more teachers and they are better trained, and there are more classrooms and more students in attendance, especially girls, with lower dropout rates.

The World Bank Group is also working to help strengthen health care systems to improve maternal and child health. During the 2009 fiscal year, the World Bank mobilized more than US\$3 billion in health investments, channeled mostly through projects to strengthen service delivery

systems. As a result of IDA support since 2005, more than 7 million people gained access to a basic package of health, nutrition or maternal and child services, and 2,000 health facilities were constructed, renovated or equipped. Over 7 million children received a dose of Vitamin A, and over 800,000 children have been immunized. Additionally, 7.8 million pregnant women received prenatal care. Through innovative financing, IDA also helped countries obtain essential drugs and supplies to treat and care for the poor suffering from HIV/AIDS. During the past five years, 21,400 HIV-positive adults and children received antiretroviral therapy.



## BUILDING SCHOOLS & TRAINING TEACHERS IN IDA COUNTRIES

- › 600,000 additional classrooms were constructed or rehabilitated, providing safe learning environments for thousands of children since 2005.
- › 1 million newly qualified primary school teachers were added.
- › In Tajikistan and Yemen, 953 schools were built or brought into use.
- › Over 57,000 teachers, principals and supervisors in Yemen were trained to enhance teaching skills.
- › 2.4 million children attended primary school for the first time in Afghanistan; 901,000 were female, more than doubling the number of girls in school.

IBRD support has increased access to better quality health, education and nutrition services. For example, in Peru, between 2005 and 2008, the number of births attended by qualified medical staff increased by 22 percent in the ten poorest regions, and the percentage of second-grade students who are fully proficient in reading doubled between 2007 and 2009.

By facilitating private sector investment in infrastructure, MIGA is helping to free up limited government resources for financing health, education, and other basic social services and IFC is now the largest multilateral

provider of financing and advisory services for private-sector health and education in emerging markets, with a US\$800 million

portfolio in 2008. Its clients helped care for more than 5 million patients and helped more than 1 million students in 2008.

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**the Bank mobilized more than US\$3 billion in health investments** ”

# SUPPORTING THE POOR IN FRAGILE AND CONFLICT-AFFECTED COUNTRIES



## SUPPORTING STATE BUILDING AND DEVELOPMENT—IDA AT WORK IN AFGHANISTAN

- › Half a million small loans have spread access to finance; 75% of microfinance customers are women.
- › Community infrastructure projects benefit about 13 million villagers. (Better rural access to healthcare saw patients quadruple since 2004.)
- › Up from almost zero in 2002, more than 2 million telephones are keeping people in touch.
- › Rehabilitated roads connect more than one million people to services and markets.
- › MIGA has issued US\$78.2 million in guarantee coverage for investments into Afghanistan. A MIGA-backed telecommunications project, totaling US\$85 million, represented a third of total flows of foreign direct investment into the country from March 2006/07 (the Afghan calendar year), according to IMF estimates.

Fragile countries face particularly severe development challenges: weak institutional capacity, poor governance, political instability and, all-too-often, ongoing violence or the legacy of past conflicts. They have poverty rates averaging 54 percent, compared with 22 percent in other low-income countries. They also account for a third of HIV/AIDS morbidity in poor countries, a third of the people who lack potable water, and a third of children who do not complete primary school.

IDA doubled its support to fragile and conflict-affected countries to US\$1.6 billion from US\$772 million over the past decade. In recent years, IDA helped demobilize and reintegrate 235,300 ex-combatants, connect over 1.5 million people to major transport networks, give more than 6 million people access to primary health care and potable water, and educate over 2.4 million children.

In countries like Burundi, Cambodia, the Republic of Congo, Eritrea, and Yemen, over 1,000 kilometers of roads have been

built or rehabilitated with IDA assistance in the last few years, reducing transport costs and travel time and increasing access to markets, schools, hospitals, dumpsites, and jobs. Isolated villages and neighborhoods are reconnecting, in some cases for the first time since conflict started in their countries.

MIGA also plays an important role in post-conflict situations, providing coverage in countries where other insurers are often unwilling to engage. Since 2007, MIGA has supported investments in countries such as Afghanistan,

the Central African Republic, the Democratic Republic of Congo, Djibouti, and Sierra Leone. The projects supported by MIGA create confidence among the international and domestic business communities, helping to attract even more investment and encouraging the return of flight capital.

IFC has made a priority of assisting post-conflict countries. Its activities in fragile states have mushroomed in recent years, now accounting for up to 10 percent of new investments and 15 percent of new advisory projects. New investments tripled to more than US\$600 million between the 2005 and 2009 fiscal years, while IFC's Advisory Services portfolio has jumped to US\$55 million from around US\$5 million. In the Democratic Republic of Congo, IFC is bolstering small- and medium-sized enterprises through the establishment of a new microfinance bank—one of five being supported in Sub-Saharan Africa. Since opening in 2005, ProCredit has added 84,000 accounts, which represents a third of all current accounts and 68 percent of all savings accounts in the country.

## MEETING BASIC INFRASTRUCTURE NEEDS

Studies have shown that improvements in infrastructure services help reduce poverty and raise living standards. They are linked to better health and education outcomes, higher business and household productivity, and more efficient and accessible government services. Nonetheless, a shortfall remains in too many parts of the developing world.

The World Bank Group has committed to increasing investment in infrastructure to US\$45 billion over the next three years. The Bank reached a financing target of US\$15 billion a year in 2009 and expects to do so again in the fiscal year ending June 2010, with the largest increase likely in Africa and South Asia. The benefits of

past infrastructure investment are evident. In Kazakhstan for example, a Bank project reduced motor vehicle transportation costs by about 40 percent and slashed the number of daily accidents by 20 percent since 2005. Similarly, in India, a project in Karnataka state helped cut road accident deaths to 11 from 16 per 10,000 registered vehicles.



In 2006, 78 percent of the population in IDA countries had access to an improved water source, nearly 14 percentage points higher than in 1990. Over two million people benefited from water supply and sanitation projects completed in 2009. Support is being provided to 1,360 water utilities and water service providers. In the last year, US\$4.9 billion in Bank support to energy projects helped leverage more than twice that amount. The impact of Bank-supported energy projects has also been considerable. In Mali, for example, power was connected to 40,000 homes, 1,080

enterprises, 1,025 rural schools, and 107 health clinics, improving health service delivery, increasing rural primary school attendance, and making businesses more productive. In Morocco, access to water supply service in rural areas jumped to 87 percent in 2009 from 62 percent in 2006.

Supporting investments in infrastructure is also a strategic priority for MIGA. Thirty-three percent of the Agency's exposure is in the infrastructure sector. In the Central African Republic, MIGA is supporting the installation, operation, and maintenance of

a telecommunications network operating on 100 percent digital GSM technology. Subscribers are benefiting from wider access, reliable service, and reduced costs through increased competition and diversified product offerings. In less than a year of operation, telecommunications group Orange Centrafrique reached 127,000 subscribers. IFC's infrastructure portfolio has grown significantly in recent years, climbing to nearly \$8 billion in the 2009 fiscal year. Through its infrastructure clients, IFC helped provide power to 141 million customers, and water to nearly 21 million customers.

## IDA-SUPPORTED PROJECTS IN THE PAST ACCOUNT FOR:

- › At least 22 million people had access to water supply in 2000–2006
- › Over the last 8 years, some 240,000km of roads built
- › In Mali, IDA brought electricity to 40,000 homes, 1,080 enterprises, 1,026 rural schools and 107 health clinics

Source: IDA15 mid-term report

## BRIDGING THE PUBLIC AND PRIVATE SECTORS

Invigorating private sector activity brings many benefits: more paid work, higher household incomes, and greater fiscal resources for governments. Most developing country governments are keen to boost commercial enterprise, but a range of obstacles lie in the way, many of them tied to the investment climate that shapes day-to-day business decisions.

IFC and the World Bank bring complementary expertise and roles to investment climate work. While the World Bank focuses on policy, IFC advice provides a bridge to the private sector. For example, IFC advisory teams help clients—public authorities—identify ways to make it easier to

register a business. Another core area is investment policy and promotion.

To achieve savings and improve services, the World Bank Group helps establish public-private partnerships to bring infrastructure on line, attracting

capital to areas of need, and building domestic markets.

Over the last two years, IDA invested US\$6.7 billion in improving partnerships between the public and private sectors, and supporting investment climate reform for long-term business expansion. Almost 120,000 loans valued at over US\$792 million were approved by participating financial institutions to micro-, small- and medium-sized enterprises and access to credit and technical expertise helped nearly 44,000 of these firms operate more efficiently and upgrade the quality of their products and services.

Over the last year, IBRD approved nearly US\$2.6 billion to support improved financial and investment climates in Argentina, Armenia, India, Indonesia, Mexico, Panama, the Republic of Mauritius, Serbia, and Turkey.



In Mauritius, this led to a dramatic decrease in the number of days needed to start a business to just six in 2009 from 46 in 2005. This not only encouraged the development of private enterprises and promoted job creation, but also contributed to the fight against corruption by reducing opportunities for bribes.

IBRD support to Algeria contributed to a stronger and well-functioning mortgage market, leading to a rise in housing loans to 22,900 from 14,000 over five years, and in new housing and renovation loans to 93,000 from 55,000. Loan

refinancing jumped by more than 2,700 percent to US\$1.1 billion over the same period.

By providing political risk insurance for foreign investments and dispute resolution services for guaranteed investments, MIGA helps catalyze much-needed private sector investment and ensures that projects stay on track. In Costa Rica, MIGA's participation in a toll road concession helped negotiations between the government, the concessionaire, and local authorities achieve the first public-private partnership project in the country's history.

## IMPROVING LIVELIHOODS IN ANDHRA PRADESH, INDIA

The World Bank's work with the state of Andhra Pradesh to combat rural poverty has helped 10 million Indian women form over 850,000 self-help groups that have federated into more than 35,000 village organizations. Self-help groups began by guaranteeing microcredit for their members to buy sewing machines or a cow to generate household income. Now they also assist public health programs by running 600 village daycare centers that dispense nutritious food, nutritional advice and health services under one roof. The result has been remarkable. Child malnutrition has essentially vanished in participating villages. More than 90 percent of births are now delivered safely, and no low-birthweight baby has been recorded among participating mothers. Centers are also beacons for informing the community about AIDS. Cumulatively, the self-help groups have generated savings and reserves of US\$1.24 billion. Having demonstrated their viability as trustworthy borrowers, they have called a financial sector for the poor into being. Over 6.5 million low-income households have gained access to credit from formal financial institutions, up from fewer than 500,000 in 2000. Banks are lending 65 times as much as before to the rural poor. Annual credit flow to poor households has increased from under US\$23 million in 2000 to US\$1.23 billion in 2008–09, with the repayment rate by women's groups exceeding 90 percent.

## THE WORLD BANK GROUP

The **International Development Association (IDA)** provides interest-free, long-term loans—called credits—and grants to governments of the world's 79 poorest countries, which have little or no capacity to borrow on market terms. IDA's lending is financed by contributions to IDA from donor countries, by World Bank Group internal resources, and IDA's credit reflows.

The **International Bank for Reconstruction and Development (IBRD)** lends to governments of middle-income and creditworthy low-income countries. This affiliate promotes sustainable development through loans, guarantees, risk-management products, and nonlending analytical and advisory services. IBRD's financial strength enables it to borrow in capital markets at low cost and to offer clients favorable borrowing terms.

The **International Finance Corporation (IFC)** provides long-term loans, equity, structured and securitized products, and advisory and risk mitigation services to private enterprises in developing and transition countries, helping reduce poverty and improve people's lives. IFC seeks to reach businesses in regions and countries with limited access to capital and markets that are considered too risky by commercial investors in the absence of IFC participation. IFC provides services without accepting government guarantees.

The **Multilateral Investment Guarantee Agency (MIGA)** provides political risk insurance or guarantees to promote foreign direct investment into developing countries. MIGA also works to resolve disputes between investors and host governments to keep guaranteed investments, and their benefits, on track. The agency's knowledge sharing and technical assistance activities help countries define and implement strategies to promote investment, and provide information on business opportunities, investment climate conditions, and political risk insurance.

The **International Centre for Settlement of Investment Disputes (ICSID)** provides facilities for conciliation and arbitration of international investment disputes between foreign investors and host states. ICSID also conducts research and publishing activities in the areas of international arbitration and foreign investment law.

*Source: World Bank Annual Report 2009*



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