



THE WORLD BANK GROUP



Country Assistance Strategy for the Philippines 2010-2012



The World Bank Group in the Philippines
Making Growth Work for the Poor



Making Growth Work for the Poor means making sure that no one is left behind when the economy improves. Households and communities, especially the most at risk, should have better income opportunities and less vulnerability to sudden economic difficulties.

They should have better education, good health care, and have access to information and infrastructure, thus empowering them to participate in economic activities and transform their lives.

The World Bank Group will help government agencies, local government units, and other sectors of society demonstrate improved accountability and transparency for better economic and social outcomes.

Specifically, the WBG will help the Philippines achieve inclusive growth by pursuing the following strategic objectives:

- maintaining macroeconomic stability through a stronger revenue base, better expenditure management and responsive financing;
- improving the investment climate, notably for sectors of particular importance to the poor, including agriculture, and developing better models of infrastructure finance and management at the national and local levels to reduce transaction costs for the poor;
- increasing access to better public services for the poor by enhancing the reform agenda of national public service agencies and by creating incentives for better local government public service while directly providing financial incentives so that the poor can use the social services offered;
- reducing vulnerabilities by expanding and rationalizing the country's social safety net, improving disaster risk management, and piloting climate change adaptation programs; and
- as a cross-cutting theme, further operationalizing governance in all Bank-supported activities.



For Cosme Duberte, 45, a resident of a small rural town in the Philippines province of Bohol, life changed after he switched on the first fluorescent light in his home in early 2009. At last, electricity had reached his remote mountainous village through a community-driven project supported by the World Bank.

“The children can now do their homework at night, and their grades have improved,” said the proud father of seven. His wife, he said, has started a small business preparing cassava cakes and ice candy that she sells in the village and town centers. A farmer and carpenter with entrepreneurial inclinations, Cosme has also begun accepting orders for his furniture-making business. “With electricity, I can work well into the night,” he said. **Box 1**

BOX 1

Kalahi-CIDSS: Connecting to the grid brings new opportunities to rural Philippines

Cosme Duberte is a beneficiary of Kalahi-CIDSS, a community-driven development program implemented by the Department of Social Welfare and Development (DSWD) and funded by the World Bank.

Kapit Bisig Laban sa Kahirapan, Kalahi for short, is a Filipino term that means “linking arms against poverty” while CIDSS is an acronym for Comprehensive and Integrated Delivery of Social Services. The project aims to strengthen local communities’ participation in barangay (local district) governance, and develop their capacity to design, implement, and manage development activities that reduce poverty.

Kalahi-CIDSS trains villagers in project planning, technical design and financial management and procurement, thus building a cadre of future leaders at the local level. The project also provides villagers with structured opportunities for accessing information, expressing their opinions, and influencing local governance.

Using a participatory planning approach, communities are given the power to decide which projects to undertake to address local challenges.

When Cosme heard about the program, he immediately participated in the meetings, discussions, and training programs. Those meetings were protracted; there was a lot of debate on what sort of project to undertake.

At some point, some community members felt demoralized by the long meetings and disagreements and wondered if they could ever come to an agreement. But Cosme never wavered because he thought it was a great opportunity to improve their lives. He urged his neighbors and friends to persevere and finish what they started.

Pointing to the nearby concrete pylons that brought electricity into the village, he explained that it took 24 people from the community to haul them up the hills and put them in place with their bare hands. “It was hard, bruising work but it’s all worth it. We realized that we can actually do something if we work together,” Cosme said.

In Esperanza in Agusan del Sur, Celia Orboc, 32, a mother of six, used to live in a decaying nipa hut. The roof leaked. Most of the walls had collapsed. There was no place inside her tottering abode where the family could find shelter from the rain. Celia and her husband peddle vegetables and cakes made from corn grits, earning an average of P50 a day, barely enough to meet their most basic needs.

But things became better for Celia's family after she began to receive a monthly stipend from the government's conditional cash transfer (CCT) program implemented by the Department of Social Welfare and Development (DSWD) and supported by the World Bank. CCT has enabled Celia to keep her children in school, respond to their health needs, and save money for a new house. **Box 2**

BOX 2

CCT: More than the transfer of money

Change has come to Hawilian in Esperanza, Agusan del Sur. The improvement came when indigent residents began to receive money from the government's conditional cash transfer (CCT) program called Pantawid Pamilyang Pilipino Program (4Ps), implemented by the Department of Social Welfare and Development (DSWD).

The CCT was piloted in 2007-2008 in Agusan del Sur, Misamis Occidental, and the cities of Pasay and Caloocan in Metro Manila.

Inspired by successful examples in Mexico and Brazil, the CCT provides poor households P500 a month for their health needs and a P300 educational subsidy for each child up to age 14, for a maximum of three children. In return, beneficiaries must comply with certain rules: Pregnant women must get pre-natal care, childbirth must be attended by a skilled or trained person, and mothers must get post-natal care. Parents must attend "mothers' classes" and "parent effectiveness" seminars. Children aged 0-5 years old must get regular health check-ups and vaccinations. Children aged 3-5 years old must attend day care or pre-school at least 85 percent of the time, and children aged 6-14 years old must attend school at least 85 percent of the time. Failure to comply with these conditions could mean losing their subsidy.

More than two out of three households in Esperanza live below the poverty threshold. One in four suffers from food shortage, a quarter of the children aged 6-12 are

out of school, a fifth do not have access to safe drinking water, and more than ten percent of the labor force is unemployed.

The surveys to determine the neediest residents of Esperanza's 47 barangays began in late 2007 and the first batch of beneficiaries started getting their cash transfers in February 2008. Five thousand households, or 56 percent of the town's population, were targeted to be covered by CCT.

Since the advent of CCT/4Ps, enrolment in the local elementary school has increased by 15 percent and more people are going to health centers. Prior to the implementation of the 4Ps, Esperanza could barely meet its immunization and vaccination targets. Recently, however, more people have begun availing themselves of the town's health services.



In some provinces of the Bicol Region, communities have installed localized automated weather monitoring systems to track weather information including temperature, rainfall, wind speed, and wind direction to help residents cope during typhoons and natural calamities. Designed by environmental scientist Carlos Primo David from the University of the Philippines and supported by a World Bank grant, these weather stations are capable of automatically sending weather data through text messaging.

“Accurate, timely, and localized weather information could help ensure the safety of communities from weather-related hazards,” says Dr. David. “It helps in providing early warning systems for weather disturbances including rainfall warning, flood warning, landslides, and heat waves.”

In Bangui Bay, Ilocos Norte, village captain Fely Velasco said the days of unreliable, low voltage electricity are over, thanks to the 35-megawatt wind turbines operated by NorthWind Power Development Corporation made possible through the World Bank’s carbon finance operations. **Box 3**

The wind farm attracts tourists, and provides business opportunities for the residents of Bangui Bay. Along the coastlines, beach resorts and other tourism-related businesses are sprouting, providing jobs for local residents. “More importantly, the wind turbines avoid emissions of greenhouse gases, thus helping mitigate climate change,” she stressed.



BOX 3**Carbon Finance: No tilting at windmills**

NorthWind Power's success has demonstrated how carbon finance works and how it has created incentives for industries to invest in climate-friendly technologies, catalyzing the emergence of the carbon market in the country.

The Clean Development Mechanism of the Kyoto Protocol allows industrialized countries and companies to fulfill some of their commitments to greenhouse gas (GHG) reduction by purchasing emission reduction credits in clean-and-green projects in developing countries.

This is how it works: Investments in climate-friendly projects displace GHG-emitting dirty technologies, resulting in measurable reductions in GHG and yielding Certified Emission Reductions (CERs) or "carbon credits." Each unit of CER is equivalent to a reduction in carbon dioxide emissions measured in tons. Getting carbon credits either through these investments or by buying CERs from others helps developed countries achieve their targets for the Kyoto Protocol.

In order to make this happen, developed countries and companies have established various carbon finance facilities

(such as the Prototype Carbon Fund and the Community Development Carbon Fund), some of which are administered by the World Bank as a fund trustee to purchase carbon credits while opening new sources of financing for sustainable development projects in developing countries.

In 2009, there are 23 CDM projects in the country registered with the CDM Board. The total annual estimated reduction in carbon dioxide equivalent of the registered projects in the Philippines is about one million metric tons. The major buyers of carbon credits in the Philippines are the United Kingdom, the Netherlands, Japan, Italy, and Spain. The sellers are mostly energy companies and industries.

Community composting, reforestation, agro-forestry, hog waste, municipal landfill, and slaughterhouse wastewater treatment projects have been proposed or implemented and emission reductions for these types of projects are purchased by the World Bank-managed Community Development Carbon Fund and the Biocarbon Fund. Bundling these small-scale community projects is the best way to achieve economies of scale and make the monitoring system more effective.

In the next three years, the World Bank, under its new Country Assistance Strategy (CAS), will support more of these types of programs and projects aimed at directly addressing poverty.



‘The challenge is how to make development inclusive, to make growth work for the poor. This will require sustaining the policies that the government has been pursuing in recent years—maintaining macroeconomic stability and improving the investment climate. But more can be done to increase the impact of economic growth on poverty.’

– Bert Hofman, World Bank Country Director



World Bank Country Director Bert Hofman says greater focus on poverty reduction is one of the strategic shifts in the Bank's approach under the new CAS.

For the past several years, the country has improved its financial standing, resulting in macroeconomic stability and higher growth rates that peaked at more than 7 percent in 2007. Yet this growth has not made a dent on the poverty situation. In absolute numbers, there are more poor people in 2009 than three decades ago. Investment flows remain low. And while rising budget allocations and reforms in the social sectors promise better public services, the Philippines still risks missing its targets on basic education and maternal health under the Millennium Development Goals.

“The challenge is how to make development inclusive, to make growth work for the poor,” said Mr. Hofman. “This will require sustaining the policies that the government has been pursuing in recent years—maintaining macroeconomic stability and improving the investment climate. But more can be done to increase the impact of economic growth on poverty.”

Inclusive growth means that no one is left behind when the economy improves. Households and communities, especially the most at risk, have better income opportunities and less vulnerability to sudden economic difficulties. They should have better education, good health care, and have access to information and infrastructure, thus empowering

them to participate in economic activities and transform their lives. In times of uncertainty like the current global financial crisis, inclusive growth calls for greater social protection for the poorest of the poor to help them cope with economic shocks.

“The Bank will help the country achieve an enabling business environment that promotes competitiveness, productivity, and employment, especially for sectors of particular importance to the poor, such as agriculture and fisheries,” Mr. Hofman said. “The CAS will support the country's efforts to develop better models of infrastructure finance and management at the national and local levels to reduce transaction costs for the poor.”

An improved investment climate is key to achieving inclusive growth. Hence, the Bank supports the government's efforts to provide more and better infrastructure; strengthen the regulatory framework and the country's capacity for investment, service delivery and trade; increase investments and employment opportunities in urban and rural areas; and enhance people's access to financial services.

Many of the country's poor live in environmentally fragile and hazardous areas such as waterways, sea walls, slopes, and low-lying areas, making them vulnerable to natural disasters like floods and typhoons. Experts say that climate change has increased the intensity and frequency of natural disasters. “Adaptation to climate change therefore is a necessary component of an inclusive growth strategy,” Mr. Hofman stressed.



BOX 4

Listening to the people's voices

In developing the new CAS, the World Bank conducted nationwide consultations and a client survey to ensure that the new assistance strategy reflects voices from various sectors of society, including officials and staff of the Philippine government, private business organizations, civil society groups, and development partners. The consultations ran for almost a year.

What are the causes of worsening poverty? What are the factors that explain the inadequate performance of public institutions in delivering public services to citizens? What priority programs should be included in the CAS? What are the issues that the Bank should avoid? These were among the basic questions asked at the nationwide consultations.

The main causes of worsening poverty, according to the participants, are bad governance, poor quality of education, and lack of livelihood and job opportunities. The sub-standard performance of public institutions, they said, is caused by corruption at all levels, weak citizen participation in governance, lack of professionalism, inadequate capability among political leaders, and a bloated and inefficient bureaucracy, all of which have resulted in lack of coordination that hampers the delivery of public services.

The participants said that the CAS should prioritize basic education, health, and other social services at the grassroots level; food security through improved productivity; capacity building to improve governance; and social protection. It should avoid programs and projects that are not supported by the people such as those related to mining, and enterprises and industries involved in human trafficking and white slavery. The World Bank, they said, should not get involved in partisan politics or local conflicts.

The consultations validated the results of a client survey involving more than 300 stakeholders of the Bank nationwide. When asked where it would be most productive for the World Bank to focus most of its resources, the top five answers were: reducing corruption, reducing poverty, increasing employment, enhancing government effectiveness, and improving basic infrastructure.

Besides more direct poverty reduction and addressing emerging global challenges like climate change, there are two other strategic shifts that form the basis of the new CAS: greater focus on governance and the knowledge agenda.

Economic stability, efficient delivery of services, and an environment conducive to investments will depend largely on the strength, effectiveness, and credibility of public institutions. Improving governance, therefore, is critical for better development outcomes in the Philippines, which the government has clearly articulated in the Medium-Term Philippine Development Plan (MTPDP). This thrust is consistent with the results of a client survey and nationwide consultations conducted by the Bank for almost a year involving representatives of government, civil society, the private sector, and other development partners. **Box 4**

Knowledge is an important component of the Bank’s assistance. Understanding the underlying causes of poverty and how the poor can better benefit from growth are critical questions for the Philippines.

The Bank, together with its partners, has embarked on a study to further analyze the nature and causes of poverty and assess how growth could result in greater reductions in poverty.

The World Bank will pursue an expanded knowledge agenda in close coordination with the government and in partnership with think-tanks and universities. It will build on the network of Knowledge for Development Centers (KDCs) in leading universities and other knowledge-sharing institutions to increase the developmental impact of its analytical work. **Box 5**

BOX 5 Knowledge for Development Centers (KDCs)

KDCs are partnerships for knowledge sharing between the World Bank and knowledge institutions in the Philippines. They are information centers and hubs for dialogues and partnerships.

List of KDCs

- | | |
|-------------------------------------------------------------|-----------------------------------------------------------------|
| 1. World Bank KDC
Pasig City | 8. University of San Carlos KDC
Cebu City |
| 2. Asian Institute of Management KDC
Makati City | 9. Silliman University KDC
Dumaguete City |
| 3. House of Representatives KDC
Quezon City | 10. University of Southeastern
Philippines KDC
Davao City |
| 4. Saint Paul University Philippines KDC
Tuguegarao City | 11. Western Mindanao State
University KDC
Zamboanga City |
| 5. Ateneo de Naga University KDC
Naga City | 12. Notre Dame University KDC
Cotabato City |
| 6. Palawan State University KDC
Puerto Princesa City | |
| 7. Central Philippine University KDC
Iloilo City | |



www.worldbank.org.ph/kdc

Anchored in the country's Medium Term Philippine Development Plan, the new CAS aims to help the Philippines achieve inclusive growth through the following strategic objectives:

Maintain macroeconomic stability

Amid the risks posed by the global economic slowdown, the World Bank Group will help ensure that economic stability is preserved and that growth prospects are improved. The Bank will work with the government towards managing public resources more efficiently. It will help generate more revenues by improving tax administration and revenue collection. It will help ensure that public spending is targeted and transparent and that fiscal and financial risks are well managed.

Improve the investment climate

Quality infrastructure, a good regulatory framework for private sector participation, increased investment and employment in rural and urban development, and access to finance are necessary to improve the business climate.

To help reduce the cost of doing business, the World Bank Group will promote private investments in infrastructure, specifically roads and power, through public-private partnerships. Where the private sector is involved, the Bank will help develop transparent and stable regulatory frameworks to balance consumer and investor concerns. The Bank Group will help promote and facilitate access to affordable finance by LGUs, small farmers, and agribusiness firms to enable them to invest in micro, small, and medium enterprises. LGUs, especially the low-income ones, will be assisted in increasing their own-source revenues and accessing additional sources of funds to enable them to provide services that will improve the local business environment.

Improve public service delivery

The CAS seeks to address comprehensively the education, health, water and sanitation needs of the poor through an inter-agency and inter-governmental approach. To accelerate the delivery of services, the World Bank will work with government, development partners and civil society organizations to support scaled-up community-driven development (CDD) programs in disaster and conflict areas and in vulnerable and marginalized communities. The role of LGUs in the delivery of health and education services will be strengthened through capacity building and performance-based incentives.

Reduce vulnerabilities

The CAS supports the government's efforts to protect the poor from sudden economic difficulties. The World Bank Group will assist the government in putting in place a national poverty targeting system and operationalizing the conditional cash transfer program. It will support efforts to enhance the impact of development programs in conflict-affected areas in Mindanao and to scale up provision of basic services and livelihood support in communities affected by armed conflict. The Bank will also help mitigate disaster- and climate change-related risks and reduce greenhouse gas emissions in key sectors.

Cross-cutting theme:

Operationalize good governance

Helping the government strengthen public institutions is a key objective of the CAS. In line with the Bank's country governance and anti-corruption framework, the Bank Group will promote good governance as a cross-cutting theme. It will assist the country in improving transparency, accountability, and participation at the national and local levels.

The World Bank will help strengthen core business processes and systems of national government agencies particularly in public financial management, procurement, and decentralization to sustain gains in governance reforms. It will assist in the strict enforcement of the Procurement Law and greater

efficiency and transparency in the management of public finances. It will pursue capability building for local government officials and continue to encourage civil society and the academe to demand more transparency in Bank-supported programs and in the country's own governance systems. **Box 6**

BOX 6

CAS Results Framework

Inclusive Growth

Improved income opportunities and enhanced abilities of households and communities, especially of the poor, to participate in markets through strengthened human capital, reduced vulnerability to shocks and increased economic empowerment

Strategic Objective 1: Stable Macro Economy

1.1 Fiscal and financial stability through consolidation and improved macroeconomic risk management

- Outcome 1: Maintained tax effort through strengthened tax administration and tax policy reform
- Outcome 2: Improved efficiency and targeting of public expenditures
- Outcome 3: Improved management of key fiscal and financial sector risks

Strategic Objective 2: Improved Investment Climate

2.1 Enabling business environment to promote competitiveness, productivity and employment

- Outcome 1: Increased and improved delivery of infrastructure
- Outcome 2: Enhanced regulatory policy framework and institutional capacity for investment, service delivery, and trade
- Outcome 3: Increased investment and employment in rural and urban development

2.2 Financial services

- Outcome 1: Increased delivery and access to financial services

Strategic Objective 3: Better Public Service Delivery

3.1 Public service delivery in key sectors

- Outcome 1: Improved access to quality basic education services
- Outcome 2: Improved access to health services
- Outcome 3: Increased household access to safe drinking water and sanitation services

3.2 Basic service delivery in poor areas

- Outcome 1: Scaled-up provision of basic services through a nationwide community-driven development program
- Outcome 2: Enhanced effectiveness of public service delivery through more coordinated area-based approaches

Strategic Objective 4: Reduced Vulnerabilities

4.1 Social protection system

- Outcome 1: National household poverty targeting system in place and used
- Outcome 2: Conditional Cash Transfer (CCT) program fully operational

4.2 Disaster risk management and climate change

- Outcome 1: Disaster- and climate change-related risks reduced
- Outcome 2: Greenhouse gas emissions reduced through expansion of mitigation programs in key sectors and LGUs

4.3 Stability and peace

- Outcome 1: Enhanced impact and conflict-sensitivity of development programs implemented in communities in Mindanao affected by armed or violent conflict
- Outcome 2: Scaled up provision of basic services and livelihood support through CDD in communities affected by armed or violent conflict

Cross-Cutting Theme: Good Governance

5.1 Governance and anticorruption in selected national government agencies

- Outcome 1: Core business systems, processes and capacities in selected agencies improved

5.2 Procurement and public financial management reforms at national and local levels

- Outcome 1: The Procurement Law more strictly enforced
- Outcome 2: Improved management and greater transparency in public finances

5.3 Better local governance through more effective decentralization

- Outcome 1: Deepened and refined decentralization through broad-based reforms
- Outcome 2: Strengthened LGU performance for more effective service delivery

Development Partners

Civil Society

Engagements:
National and Local Level
Private Sector

The World Bank and the International Finance Corporation (IFC), the private sector financing arm of the World Bank Group, will work together in combating poverty. The Bank is prepared to provide support of US\$700 million to US\$1 billion per year for the next three years, coupled with a large program of analytical and advisory activities.

IFC's investment program will be in the range of US\$250-US\$300 million per year. Specific areas of IFC and Bank collaboration are infrastructure, agribusiness, and the financial sector.

Another member of the World Bank Group, the Multilateral Investment Guarantee Agency (MIGA), will provide guarantees to foreign investors against losses caused by non-commercial risks, as well as technical assistance to help countries disseminate information on investment opportunities.

According to IFC Resident Representative Jesse Ang, the development challenges facing the Philippines call for solutions that involve both "public goods" (such as improved policies, infrastructure, institutions, and incentives) as well as private sector investments.

"World Bank-IFC collaboration could ensure a more effective use of financial and technical resources for the delivery of those public and private goods, and potential innovation through a public-private funding mix," he explained. [Box 7](#)

While the CAS serves as the three-year framework to guide the World Bank's operations in the Philippines, it was also crafted in response to the evolving global economic crisis. Among the Bank's supported programs designed to deal with the crisis are:



- Scaled up support for the government’s new Conditional Cash Transfer (CCT) program. The planned loan amount in support of the CCT program was increased from US\$50 million to US\$405 million. The objective is to strengthen the effectiveness of the Department of Social Welfare and Development (DSWD) as a social protection agency to efficiently implement the CCT and to improve the national household targeting system for social protection programs in selected areas; and
- Additional financing for the community-driven development project Kalahi-CIDSS. Kalahi, which helps communities build infrastructure and income-generating investments, is an ongoing program for which the government has requested additional financing.

The IFC has also developed instruments to help private firms deal with increased risk and liquidity constraints arising from the global economic crisis. These instruments include: the Bank Capitalization Fund that provides an equity fund to capitalize banks, an Expanded Trade Finance Program that guarantees trade-related payment obligations of financial institutions, an Infrastructure Crisis Facility that bridges the financing gaps in privately funded infrastructure projects facing financial difficulties, and the Global Microfinance Initiative that assists the microfinance sector serving the needs of small and micro enterprises in the Philippines.

Mr. Ang stressed: “IFC’s financial instruments are intended to help strengthen the private sector in dealing with the global crisis, upgrade vital infrastructure, generate jobs by supporting small and micro enterprises, and create more opportunities for the poor, especially those who are most affected by the economic distress.”



BOX 7**One Bank Group: World Bank-IFC integrated operations**

The World Bank and IFC have agreed to pursue collaborative programs in three key sectors that have significant development impact, and where a combination of public and private sector actions are needed.

- In **infrastructure**, a key priority is support for the implementation of current reforms in the electricity sector. The Bank and IFC have also defined their specific roles and synergies to more effectively catalyze private sector participation in household water service delivery and in the transport sector through the preparation of policies and processes that may significantly improve the allocation of risks and division of labor between the public and private sectors.
- In **agribusiness**, World Bank-IFC collaboration will help farmers increase productivity and better integrate them into global supply chains to promote job creation and income growth. The Bank and IFC will expand a menu of innovative financing instruments (e.g., partial credit guarantee, index-based weather insurance, etc.) to increase farmer access to credit. Better quality assurance and more efficient logistics and supply chains for agribusiness will be developed to improve access to domestic and international markets for agriculture and agribusiness. This will build initially on IFC's current program in the banana sector and expand gradually to other export crops, as well as on the World Bank's operational experience in supporting government's rural finance agenda and agricultural diversification efforts.
- In **the financial sector**, the program will support increased access to financial services, banking sector competitiveness and reach, and financial literacy. The joint framework includes work on financial sector infrastructure including credit, payment and collateral systems, leveling the playing field between government and private financial institutions and promoting consolidation in the sector. Specifically, the program will provide access to finance for LGU initiatives, micro enterprises, farmers, fishers, small and medium enterprises, housing, and energy efficiency projects.





In delivering its programs, the WBG pays special attention to strengthening the portfolio, improving lending efficiency, furthering the knowledge agenda, and leveraging its resources through strategic partnerships and trust funds.

Finance. Loans are the primary means by which the WBG assists the country. These include investment loans and credits and long-term financing for the physical and social infrastructure needed to achieve inclusive growth. Loans are provided at interest rates well below those offered by commercial lenders, payable in 15-20 years, with a grace period of three years.

Trust funds. The World Bank manages trust funds intended for capacity building and institutional strengthening activities, technical assistance, research and analytical work, and project preparation. The Bank has strengthened collaboration with other international and national development partners through the establishment and implementation of jumbo trust funds that it has administered in recent years.

Knowledge agenda. The Bank will pursue its knowledge agenda through expanded and refocused analytical and advisory activities (AAA) designed to maximize its development impact. The knowledge agenda also involves and builds on a network of Knowledge for Development Centers established by the World Bank in partnership with knowledge sharing institutions.

Stronger partnerships. Over the years, the Bank has established strong partnerships with the government and other stakeholders. It intends to sustain and

further deepen these partnerships to achieve core results under the new CAS.

- *Philippines Development Forum*

The Philippines Development Forum chaired by the Government and co-chaired by the World Bank is recognized by its multi-stakeholder partners as an effective forum for dialogue on critical policy reforms. The Bank will continue to ensure the effectiveness of the PDF process as an active co-convenor or participant in all PDF working groups whose thematic areas cut across all the strategic objectives of the CAS.

- *Donor coordination and co-financing*

The World Bank administers single and multi-donor trust funds to complement and maximize synergies among the programs of the government and other development partners. Co-financing with multilateral as well as bilateral agencies will be explored for strategic operations.

- *Dialogues and partnerships with civil society and the academic community*

The Bank values the partnerships it has developed with the active and vibrant civil society in the Philippines. It will enhance these partnerships at the project level, as well as on the knowledge agenda, through more informal regular dialogues with think-tanks and the academe on current policy issues. 🌐

Through this mix of programs and institutional and policy reforms geared to sustain and expand growth and make it more inclusive, the World Bank Group hopes to help families and communities move out of poverty and make them part of the development process. After all, growth that works for the poor is sustainable growth.





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