SUMMARY

The Revenue Mobilization Program for Results: VAT Improvement Program was designed to improve revenue mobilization and transparency in the VAT administration. The Program supports the Tax Modernization Plan (2011–2016), the new VAT Law, and the VAT Improvement Program (VIP) 2014–2019 that promotes implementation of the new VAT law.

RESULTS

- Increased VAT revenues.
- Greater transparency.

WHY PforR

The PforR supports improvements in the design of the overall program and in the use of the program's systems. It also supports the gradual adoption of a results-based management in the public administration. In addition, PforR helps to strengthen longer-term institutional capacity under the program and makes it easier to coordinate between development partners and the government.
Innovative Financing for Air Pollution Control in Jing-Jin-Ji

SUMMARY
The Innovative Financing for Air Pollution Control Program was designed to reduce air pollutants and carbon emissions through increasing energy efficiency and use of clean energy, with a focus in the Jing-Jin-Ji and neighboring regions. This Program supports the Government’s Air Pollution Prevention and Control Action Plan (APPCAP) issued by the state council in 2013, which mandates the Beijing-Tianjin-Hebei Region to reduce its annual average PM2.5 concentration by 25% from 2012 to 2017.

RESULTS
• Reduced coal consumption from increased Energy Efficiency (EE) and Renewable Energy (RE)
• Reduced air pollution emissions from pollution abatement measures
• Strengthened institutional capacity of the Hua Xia Bank Co. Limited (HXB)

WHY PforR
The PforR instrument was selected to ensure a sharper focus on the most important results (reduction in use of coal and in emissions); bolster support to the participating bank’s own program, through its own systems and procedures, and reinforcing the institutional capacity needed for the program to achieve its desired results; and mainstream EE, clean energy, and emission reduction financing in the participating bank’s portfolio; strengthening the participating bank’s focus on output and outcome monitoring and evaluation (M&E); and executing an independent and credible verification system.

Start Date: July 1, 2016
End Date: June 30, 2022
Total Program Cost: US$ 1 b
Bank Financing: US$ 500 m
Hebei Air Pollution Prevention and Control Program

SUMMARY
The Hebei Air Pollution Prevention and Control Program was designed to reduce emissions of specific air pollutants in the key industrial sectors in Hebei. This program supports the Hebei Pollution Prevention and Control Implementation Action Plan (HAP).

RESULTS
• Comprehensive control of industrial enterprises and reduced emission of multi-pollutants emissions (SO2, NOx, and primary PM2.5) from key industrial sectors.
• Area pollution control and dust control.
• Prevention and control of emissions from mobile sources.
• Establishment of monitoring and warning systems and planning tools.

WHY PforR
The PforR provides incentives to improve the technical quality of the HAP implementation to international good practices and increase the efficiency of its implementation. It will help improve the effectiveness and efficiency of government’s existing program to achieve the expected results of the program. In addition, its use will add significant value to the implementation of the HAP by both ensuring a sharper focus on achieving key results, which require the adoption of improved practices and actions to achieve them; and bolstering support to Hebei through its own systems and procedures and reinforcing the institutional capacity needed for the program to achieve its desired results.
Enhancing Teacher Effectiveness in Bihar Operation

SUMMARY

The Enhancing Teacher Effectiveness in Bihar Operation was designed to improve the effectiveness of elementary school teachers in Bihar. The program supports the Department of Education (DOE) of the Bihar Government and its newly launched Mission Manav Vikas program which includes a wide-ranging set of reforms with the goal of providing quality education, especially to all elementary level children.

RESULTS

- Developing high quality teacher education institutions for improved program delivery.
- Certification of unqualified elementary school teachers, and their continuous professional development.
- Developing an effective teacher management system with a robust monitoring and evaluation mechanism.
- Improving accountability mechanisms at school level.
- Improved financial and governance mechanisms.

WHY PforR

The approach is effectively aligned with research evidence with focus on teacher quality and effectiveness. It focuses on outputs and outcomes (for example, teacher behavior and performance) rather than inputs—an approach that will be institutionalized by the implementing agencies in other areas of their work (such as setting priorities for funding of teacher training institutions). This Program supports a slice of the government's education reform program that aims at developing a culture of efficiency in service delivery through rewarding achievement of measurable results.
Grid-connected Rooftop Solar Program

SUMMARY

The Grid-connected Rooftop Solar Program was designed to increase installed capacity of Grid-connected Rooftop Solar Photovoltaic (GRPV) and to strengthen the capacity of relevant institutions for GRPV. This operation supports the Government’s rooftop solar Photovoltaic program that aims to expand the uptake of GRPV in the country through increasing the availability of debt financing and improving the capacity of institutions.

RESULTS

- Institutional capacity for GRPV
- Market development of GRPV
- Expanding GRPV generation

WHY PforR

PforR provides a sharper focus on the results the Government wants to achieve—the establishment of a new rooftop lending program at the largest commercial bank in the country, and an increase in installed GRPV capacity and generation. It will help develop and expand the participating bank’s portfolio to support the solar rooftop initiative and clean energy and thus to contribute to the results-based solar power generation and emission reduction targets outlined in the government program.

In addition, using local public and private systems and procedures and reinforcing the institutional capacity needed for the Program to achieve its desired results will ensure continuity in Phase Two of the Program. Finally, the instrument use will strengthen the participating bank’s systems for output and outcome monitoring and evaluation (M&E), and executing an independent and credible verification system.
The Maharashtra Rural Water Supply & Sanitation (RWSS) Program was designed to improve the performance of Maharashtra’s sector institutions in planning, implementation and monitoring of its Rural Water Supply and Sanitation program and to improve access to quality and sustainable services in peri-urban villages, and in water-stressed and water quality-affected areas. This program supports Government of Maharashtra's (GoM) own RWSS program with its increased orientation towards results.

**RESULTS**

- Strengthened planning and monitoring in the RWSS sector
- Improved institutional capacity for RWSS program implementation
- Improved access to quality and sustainable water and sanitation services in peri-urban villages
- Improved access to safe drinking water in water-stressed and water quality affected areas

**WHY PforR**

To support GoM’s own RWSS program, through GoM’s own systems and procedures, and to strengthen the institutional capacity needed for the program to achieve its desired results. The PforR instrument provides better alignment with GoM's objectives of strengthening capacity, while simultaneously encouraging the practice of managing for results and a stronger focus on service improvement. Moreover, the use of PforR would strengthen and deepen the application of community-driven/demand-responsive approaches and systems that have been supported by the WB and GoM previously uniformly and effectively, and institutionalize them across the state.
SUMMARY

The Swachh Bharat Mission Support Operation Program was designed to reduce open defecation in rural areas, and strengthen MDWS capacity to manage the national Swachh Bharat Mission-Gramin (SBM-G) program. This operation supports the government of India Swachh Bharat Mission (SBM, “Clean India Mission”) to achieve universal sanitation coverage, improve cleanliness and eliminate open defecation by 2019. SBM targets both rural and urban India. For rural areas, the mission is called the “Swachh Bharat Mission-Gramin” (SBM-G). This Operation provides support to SBM-G.

RESULTS

• Increased access to safe and functional sanitation facilities.
• Sustained community-wide ODF status.
• Increased population with solid and liquid waste management (SLWM).
• Strengthened capacity of MDWS in program management, advocacy, monitoring and evaluation (M&E)

WHY PforR

To incentivize states and their SBM-G implementing bodies to be focused on the ultimate results, and not on individual transactions, while allowing states the flexibility to innovate and develop new delivery models. It will also help to address the key institutional challenges by incorporating emerging lessons and good practices, as well as by strengthening implementation and delivery mechanisms. Furthermore, amongst the implementation institutions there is a need for intensive capacity enhancement to improve the targeting of interventions, to build a robust verification system for awarding performance-based incentives, and to execute behavior change communication campaigns to ensure long-term and sustainable outcomes.
The Power Distribution Development Program was designed to increase access to electricity services and to improve the efficiency and reliability of their delivery in selected areas of Indonesia. This Program supports the Government’s Rencana Umum Ketenagalistrikan Nasional (RUKN) which is a 20-year national policy document approved in 2008. The RUKN provides the Government of Indonesia’s policy guidance for preparation of the “Rencana Usaha Penyediaan Tenaga Listrik” (RUPTL) for 2015–2024. RUPTL represents Indonesia Power utility’s (the PLN) current power expansion plan comprising generation, transmission and distribution investment requirements.

**RESULTS**

- Improved access to electricity.
- Improved quality of service.
- Improved distribution efficiency.
- Increased power consumption.
- Improved institutional capacity.

**WHY PforR**

The PforR instrument was selected to:

1. Help to speed up Program implementation by: a. focusing the attention of PLN and other government agencies on results; b. allowing PLN to use its own program systems and improving it; and c. reducing the PLN cost of doing business by using its own system with the Bank and other development partners and banks.
2. Contribute to improvements in the effectiveness of PLN’s expenditure programs and to the strengthening of institutions.
Bridges Improvement and Maintenance Program

SUMMARY

The Bridges Improvement and Maintenance Program was designed to provide safe, reliable and cost effective bridges on Nepal’s Strategic Roads Network (SRN). The Program supports of the Government’s priority Investment Plan (PIP) for the road sector which prioritized investments to reach target accessibility levels by 2016.

RESULTS

- Completion of major maintenance of bridges on SRN
- Completion of minor repairs of bridges on SRN
- New bridges built or improved on SRN
- Improved Bridge Asset Management
- Increased effectiveness of the institutions responsible for bridge sector management

WHY PforR

The PforR instrument provides better alignment with the Government’s objectives for strengthening capacity while simultaneously supporting the development and management of much needed physical assets. It will also incentivize improvements in the way that Department of Roads plans and prioritizes investments to achieve the goal of balancing maintenance and rehabilitation needs with the need for new bridges. In addition, it will help the Department of Roads in building its long term institutional mechanisms and managing SRN bridge maintenance into the future.
Punjab Jobs and Competitiveness Program

SUMMARY

The Punjab Jobs and Competitiveness Program was designed to improve the investment climate and promote investments and jobs in more inclusive and sustainable industrial estates in Punjab. The Program supports the Punjab’s Government’s Industrial Development Plan aimed at re-igniting manufacturing growth in the Province.

RESULTS

- Aggregate improvement of Punjab’s performance for several Doing Business indicators
- Significant progress on the Generalized System of Preferences and Labor Conventions
- Increase in number of additional workers in existing industrial estates
- Increase in new investments including Foreign Direct Investment (FDI) by new companies in existing industrial estates

WHY PforR

PforR allows for improvement of the systems and institutions that will lead to the implementation of a large and critical part of the Government program. The PforR can support a program of critical investments (which can cover both infrastructure and technical assistance) in addition to regulatory and institutional improvements. It also allows for a flexible and scalable disbursement schedule, provided results are achieved and verified.
The Punjab Public Management Reform Program was designed to improve transparency and resource management of targeted departments of the Province of Punjab. This Program supports of the Punjab Government’s Governance Reform Roadmap to improve service delivery and citizens’ satisfaction with public services.

RESULTS

- Improved citizens’ access to information and facilitated access to key services.
- Smart monitoring and performance information availability for decision-making.
- Improved province capacity for resource mobilization and better expenditure management.

WHY PforR

To support the government’s program for improving service delivery in the province and fostering a results culture within the public administration. It also offers incentives for addressing critical upstream reforms and cross-cutting constraints to service delivery. In addition, the Program focuses on strengthening the institutional capacity needed for achieving desired results, thereby enhancing its development impact and sustainability.
The Results-Based Northern Mountains Urban Program was designed to strengthen the capacity of participating Northern-Mountains cities to plan, implement, and sustain urban infrastructure. The Program supports the National Urban Development Program (NUDP) 2012–2020 and will be the first regional implementation of the NUDP and the first step in translating the Government’s overall urban development strategy into a concrete and implementable delivery mechanism.

RESULTS

- Institutional Strengthening at City Level
- Delivery of Infrastructure Services in Participating Cities
- Sustainable Infrastructure Investments
- National Policy, Support and Oversight

WHY PforR

To facilitate the Government’s efforts in articulating the implementation modalities of the NUDP, particularly through aligning the provision of finance for strategic urban infrastructure services in targeted cities with incentives for better planning and timely delivery of the infrastructure investments, and at the same time building their technical, managerial and financial capacity. Specifically, PforR will enable the Government to:

- Pilot the first phase of its national program in the Northern Mountains, the most impoverished region of the country, as part of a programmatic, national approach;
- Implement a results-based approach to urban infrastructure service delivery, based on agreed indicators linked to disbursements creating incentives for: (a) improved sub-project planning and execution; (b) institutional strengthening; and (c) improved sustainability of sub-projects and overall local investment programs;
- Strengthen country systems for appraisal of infrastructure sub-projects, social and environmental systems, fiduciary control, monitoring, evaluation and management;
- Addressing key policy and regulatory issues that constrain urban infrastructure investment.
SUMMARY

The Results-Based Scaling up Rural Sanitation and Water Supply Program was designed to improve hygiene behavior, increase and sustain access to rural sanitation and water supply in rural areas in the Participating Provinces. The Program supports the National Rural Clean Water Supply and Sanitation Strategy of 2020, specifically, the third phase of this dedicated National Target Program for Rural Water Supply and Sanitation (NTP3).

RESULTS

• Key hygienic behaviors changed amongst the population; increased access to basic services.
• Adequate water and sanitation infrastructure is in place and in working condition.
• Improved capacity for program implementation.

WHY PforR

PforR is a suitable instrument to support strategic shifts in the Government’s Results-Based Rural Water Supply and Sanitation under the National Target Program (RWSS NTP). The RWSS NTP provides a well-established framework for delivery of rural water supply and sanitation services at scale; however, it has had limited geographic effectiveness. PforR provides the incentives to target these lagging regions and increase focus on sanitation and sustainability of infrastructure in these regions.
Vietnam Enhancing Teacher Education Program

**SUMMARY**

The Vietnam Enhancing Teacher Education Program was designed to strengthen teacher education institutions in order to enhance teacher and principal effectiveness through improved continuous professional development. It supports the Government Education Reform, specifically the National Teacher Education Program (NTEP) 2016 to 2021—the new framework for the provision of training, retraining and continuous professional development to school teachers and principals.

**RESULTS**

- Improved capacity of Lead Teacher Training Universities and central teacher management units.
- Developed teacher and principal training needs assessment systems to inform Teacher Continuous Professional Development (CPD) program.
- School-based and continuous professional development for teachers and principals.
- Teachers and principals have access to CPD programs and resources through an Information & Communication Technology-based system.

**WHY PforR**

PforR helps shift the focus to specific results that are catalytic needed to leveraging the entire reform process. It help the country use of its own systems to implement its own programs through bolstering the capacity of Ministry of Education and Training (MOET) to implement and manage the entire education reform through its own systems and procedures with improvements that could be sustained beyond the program. Lastly, from the point of view of agencies involved in the program, using PforR helps technical agencies enhance the efficiency and effectiveness of the overseas development assistance based on unified and coherent programmatic frameworks.

**Start Date:** Jan 01, 2017  
**End Date:** June 30, 2022  
**Total Program Cost:** US$ 255 m  
**Bank Financing:** US$ 95 m
**SUMMARY**

The Vietnam Results-Based Operation for Local Bridge Construction and Road Asset Management was designed to improve the road and bridge connectivity for the rural communities of the participating provinces in Vietnam. The program supports the National Strategy on Rural Transport Development (NSRTD) and a National Program for Local Bridge Construction (PLBC) to ensure traffic safety in ethnic minority areas in 2014–2020 that are closely linked and both target improving access in rural areas with low accessibility.

**RESULTS**

- Improvement of local accessibility and associated service delivery
- Improvement of local bridge connectivity to isolated communes

**WHY PforR**

PforR was selected to address the need to focus on incentives, behaviors and sustainable investments, mainly by changing the public spending approach. The instrument was seen as the most effective and suitable to implement the planned activities as it will strengthen the Government’s programs and systems, build on the results of the previous program of three Rural Transport Projects (I, II and III), and allow for the adoption of a policy-oriented approach to the development of the Local Road and Bridge Network in Vietnam.

* This is a hybrid Operation that combines a PforR (the Program) and an IPF for Technical Assistance (the Project) to facilitate the Government’s efforts in articulating the implementation modalities of the National Road and Bridge Programs.
SUMMARY

The Vietnam Results-Based Rural Water Supply and Sanitation program under the National Target Program was designed to increase sustained access to water supply and sanitation services and improve sector planning, monitoring and evaluation in the Participating provinces of the National Target Program for Rural Water Supply and Sanitation. The Program supports of the National Rural Clean Water Supply and Sanitation Strategy of 2020 and National Target Program for Rural Water Supply and Sanitation (NTP).

RESULTS

• The delivery of sustained water services.
• Commune-wide sanitation.
• Strengthened capacity for Rural Water Supply and Sanitation (RWSS) planning and monitoring.

WHY PforR

The RWSS sector in Vietnam is ideal for using a PforR given the existence of a large National Target Program, a strong presence of the Bank in the sector, and government interest in shifting towards a focus on results and sustainability. Thus the PforR instrument will allow for the adoption of a broad systems- and results-based approach to the NTP’s performance strengthening.