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Population, Health and Nutrition [PHN] - Administration - Budget - General
- 1993 Correspondence - Volume 1

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ADMINISTRATION FILE
Budget - General

The World Bank/IFC/MIGA
O F F I C E M E M O R A N D U M

DATE: May 11, 1993 06:01pm

TO: Lac Khanh Truong

(LAC KHANH TRUONG)

FROM: Jose-Luis Bobadilla, PHN

(JOSE-LUIS BOBADILLA)

EXT.: 32174

SUBJECT: PHN Work Program

1. The general balance between analytic work and operational support is biased towards operational support. The time allocated for my participation in analytical themes is indeed very small; instead of the 11 weeks currently allocated I suggest 16 weeks. Three weeks can be taken from the Global Burden of Illness and two from direct support.

2. The distribution of my time between analytic themes is too spread; I would like to concentrate in three themes only: health economics (eight weeks), integrated childhood development (five weeks) and women's health (three weeks). I have talked with Phil Musgrove about my participation in Health Economics. I need however more specific information on the type of work I would be doing with Mary and Anne.

3. Please change the title of Global Burden of Illness to National Burden of Disease. Illness is a subjective expression of disease, we are measuring objectively defined diseases. We will be concentrating on the national level not the global or regional; our colleagues in operations would feel more familiar with the national level.

Sorry for not meeting your deadline, I just returned from mission.

Jose-Luis.

CC: Philip Musgrove

(PHILIP MUSGROVE)

CC: Mary Eming Young

(MARY EMING YOUNG)

CC: Howard Barnum

(HOWARD BARNUM)

CC: Anne Tinker

(ANNE TINKER)

CC: Janet de Merode

(JANET DE MERODE)

CC: Institutional ISC Files

(INSTITUTIONAL ISC FILES)

~~PHN-FAMILY PLANNING~~
~~& POPULATION SECTOR GEN~~
SUBJECT

The World Bank/IFC/MIGA
O F F I C E M E M O R A N D U M

DATE: April 28, 1993 12:07pm

TO: Anthony R. Measham (ANTHONY R. MEASHAM)

FROM: Anne Tinker, PHN (ANNE TINKER)

EXT.: 33683

SUBJECT: WHO follow-up

I had a good conversation with Tomris. We agreed to go with \$150,000 for the maternity-related elements of the proposal. She mentioned that the Bank was contributing so much more to other programs. I reminded her of our conversation in February where I explained that we obligate our last monies in early April of the fiscal year, as well as indicated we have never had a large SGP for Safe Motherhood, but that we could consider a slightly larger grant next year, depending on receipt of a proposal. We talked about the kinds of elements that would be especially attractive to us for the Safe Motherhood Initiative. She says her priorities are family planning, nutrition and maternal health - I hope she will be able to go forward with that and come up with a good proposal next fall, but apparently she had not seen our proposal before we received it and was not very happy with it! She attributed it to Mark.

I was distressed to hear from her that she might not be attending the June IAG meeting. I urged her to come, and invited her to visit Washington sometime she was in the States. She said she is busy trying to raise funds (not her forte I think and too bad because she has good ideas and substantive experience!) We agreed to talk more regularly (ie I will call her every couple of months). She was warm and friendly, but frustrated with politics and her staff at WHO.

She suffered a mugging in New York last week, which I'm afraid didn't endear her to the USA!

As you've seen by now, I have distributed a memo, with proposals attached, recommending as we agreed with \$150,000 for WHO and \$50,000 for IPAS, in preparation for tomorrow's SGP meeting.

CC: Institutional ISC Files (INSTITUTIONAL ISC FILES)

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION
OFFICE MEMORANDUM

PHN-ADM-Gen
115C
Bosch - Gen

Date: April 27, 1993
To: Ms. Janet de Merode, Director, PHN
From: Anthony R. Measham, Manager, Health, PHN
Extension: 33226
Subject: *Publication of Paper as an HRO Working Paper*

- 93-201
1. I request that you submit the attached paper, "Annual Operational Review: Fiscal 1992 Population, Health and Nutrition", by Denise Vaillancourt, Stacey Brown, Rae Galloway, Jane Nassim, Chantal Worzala, and Leslie Elder for publication as an HRO Working Paper. I have reviewed the paper, as have Ann Hamilton and the office of Mr. Rajagopalan.
 2. As you can see, the paper is longer than 20 pages, but its quality would be compromised by any further reductions. The citing and discussion of country/project cases are what substantiate and enrich the treatment of the special topics. Furthermore, the presentation and analysis of statistical information are deliberately detailed to respond to the numerous and various questions we routinely receive from outside the Bank regarding the content, balance, and trends in PHN work. Because the information in the past two Annual Sector Reviews (FY90 and FY91) has been complete, these two documents were among the most widely requested and distributed Working Papers (blue cover). Moreover, these documents have been used as basic background material for PHN training seminars and orientation. Each of these factors suggests that the 20-page limit should be waived with regard to this paper.
 3. The attached memo from you to George Psacharopoulos states that you are submitting this paper to him for approval as an HRO Working Paper. If you agree, please sign the memo and return it and the paper to Joe Kutzin.

Attachments

cc: Mr. Joe Kutzin

THE WORLD BANK/INTERNATIONAL FINANCE CORPORATION
OFFICE MEMORANDUM

Date: April 27, 1993

To: Mr. George Psacharopoulos, Senior Advisor, HROVP

From: Janet de Merode, Director, PHN

Extension: 82381

Subject: *Submission of PHN Paper for Publication as an HRO Working Paper*

1. The enclosed paper is submitted for your review for publication as an HRO Working Paper:

- "Annual Operational Review: Fiscal 1992 Population, Health and Nutrition", by Denise Vaillancourt, Stacye Brown, Rae Galloway, Jane Nassim, Chantal Worzala, and Leslie Elder.

2. The authors are currently working in the PHN Department. Denise Vaillancourt is a PHN Specialist, Stacye Brown is a Consultant Research Analyst in health, Rae Galloway is a Consultant Nutrition Specialist, Jane Nassim is a Consultant Population Specialist, Chantal Worzala is a Consultant Research Analyst in population, and Leslie Elder is a Consultant Research Analyst in nutrition.

3. The paper has been reviewed and cleared by Anthony Measham, and by the offices of Ann Hamilton and Mr. Rajagopalan. As you can see, the paper is longer than 20 pages, but its quality would be compromised by any further reductions. The citing and discussion of country/project cases are what substantiate and enrich the treatment of the special topics. Furthermore, the presentation and analysis of statistical information are deliberately detailed to respond to the numerous and various questions we routinely receive from outside the Bank, regarding the content, balance, and trends in PHN work. Because the information in the past two Annual Sector Reviews (FY90 and FY91) has been complete, these two documents were among the most widely requested and distributed Working Papers (blue cover). Moreover, these documents have been used as basic background material for PHN training seminars and orientation. Each of these factors suggests that the 20-page limit should be waived with regard to this paper.

4. Please address any questions or comments to Joe Kutzin (ext.32997).

Attachments

cc: Messrs./Mmes./Drs. Denise Vaillancourt, Anthony R. Measham, Joe Kutzin

PHN-ADM-GEN
30 DEC 87

The World Bank/IFC/MIGA
O F F I C E M E M O R A N D U M

DATE: April 1, 1993 11:01am

TO: Janet de Merode (JANET DE MERODE)

FROM: Anthony R. Measham, PHN (ANTHONY R. MEASHAM)

EXT.: 33226

SUBJECT: Business Plan

Janet:

Here are my recommendations, as requested:

Task Management. After further reflection, I suggest we go with the currently proposed division of labor among tasks and task managers. I suggest that you tell staff that this is a transition year, that mid-course corrections or larger changes may be necessary, and that the task management arrangements will be evaluated carefully at the end of the year. It will be important to emphasize that performance evaluation will be based as much on work under a task managed by someone else, and on cross-support tasks, as on the tasks individuals manage themselves. Then we can all do our best to make the system work, making changes if necessary.

Is the work program too ambitious? Yes, I think so, mainly in the new area of pharmaceuticals. I think it would be wise to go a bit slower. If we do, I suggest that we not commit ourselves to a best practice paper in FY94, as Mr. Choksi has requested. Given the demand for cross-support in this area, and its complexity, I doubt we can do a credible job of a BP paper in FY94. An alternative might be one or two modules in the WDR User's Guide.

Staffing. I think there is a compelling case for adding two regular staff in nutrition, and agree with Alan that this deserves priority over pharmaceuticals. If we do go this route, we will need to do the following, I think:

- a) Scale back the pharmaceuticals work program;
- b) Increase Helen's time on this task from 8 to, say, 15 weeks; and
- c) Buy 50% of the combined time of Dukes/Lauridsen, i.e., 1/2 staff-year.

Training/Staffing/Dissemination. I don't support Bill's idea to combine these three, mainly because it would slightly obscure responsibility, and partly because I think the change would be

largely cosmetic. (He and I discussed this and he does not feel strongly about it). I propose Bill be TM for training, TM/AB/ARM for dissemination, and that staffing not be managed by any one individual, except you.

Cross-Support. We need your guidance on how to finalize this. My suggestions are:

- a) be selective about "lumpy" assignments, especially over 10 sw, until we have had more experience, and since I think they may be very demanding. I don't think we should pick up assignments of 26 sw, a la AF1, other than on an exceptional basis. We need to be especially careful in areas like pharmaceuticals, I believe, since we have little capacity. True, we could use consultants but that can lead to lower quality and does require careful, and time-consuming, management;
- (b) finalize the commitments in the next two weeks. The only feasible approach, I believe, is for individuals to negotiate, with guidance from the appropriate member of the DMT. Please let me know how you would like us to proceed next week, when you are away, and what deadline we should work towards.

Ownership. If it is possible to have a department staff meeting a meeting would greatly increase ownership and transparency, I believe.

CC: Alan Berg
CC: Lac Khanh Truong
CC: William McGreevey (o/r)
CC: Institutional ISC Files

(ALAN BERG)
(LAC KHANH TRUONG)
(WILLIAM MCGREEVEY)
(INSTITUTIONAL ISC FILES)

The World Bank/IFC/MIGA
O F F I C E M E M O R A N D U M

DATE: March 31, 1993 01:28pm

TO: Janet de Merode

(JANET DE MERODE)

FROM: Anthony R. Measham, PHN

(ANTHONY R. MEASHAM)

EXT.: 33226

SUBJECT: Training Budget

Janet:

We originally planned to offer in FY93 a course on "Public Spending on Education, Health and Related Social Sectors." The reorganization created uncertainties and this led the Training Division to use the resources for other purposes.

We are ready to offer this course in June but are \$10,000 short for consultants and outside speakers. I recommend that we go ahead with this, resources permitting. May I please have your approval this week.

CC: William McGreevey

(WILLIAM MCGREEVEY)

CC: Surinder P. S. Deol

(SURINDER P. S. DEOL)

CC: Lac Khanh Truong

(LAC KHANH TRUONG)

CC: Institutional ISC Files

(INSTITUTIONAL ISC FILES)

PHN - ADIA GEN
SUBJECT

The World Bank/IFC/MIGA
O F F I C E M E M O R A N D U M

DATE: March 23, 1993 05:58pm

TO: See Distribution Below

FROM: William McGreevey, PHN

(WILLIAM MCGREEVEY)

EXT.: 33227

SUBJECT: Date of Meeting

My old teacher, Paul Samuelson, used to ask, "Would you rather be vaguely right or precisely wrong?" I got a nice fix on a start time for a meeting, at 2:05 p.m., which takes into account the normal lateness of my fellow Banquitos, but I somehow forgot to tell you it's

FRIDAY, 26 MARCH 93, in Room S6108, at the indicated time.

Really, it was just a means to check on WHO REALLY READS their EMs. Hope to see you.

DISTRIBUTION:

TO: Alan Berg	(ALAN BERG)
TO: Anil Gore	(ANIL GORE)
TO: Anthony R. Measham	(ANTHONY R. MEASHAM)
TO: Arvil Van Adams	(ARVIL VAN ADAMS)
TO: Emmanuel Jimenez	(EMMANUEL JIMENEZ)
TO: Estelle James	(ESTELLE JAMES)
TO: George Psacharopoulos	(GEORGE PSACHAROPOULOS)
TO: Helena Ribe	(HELENA RIBE)
TO: Howard Barnum	(HOWARD BARNUM)
TO: Janet de Merode	(JANET DE MERODE)
TO: K. Y. Amoako	(K. Y. AMOAKO)
TO: Kalanidhi Subbarao	(KALANIDHI SUBBARAO)
TO: Mary Eming Young	(MARY EMING YOUNG)
TO: Oey Astra Meesook	(OEY ASTRA MEESOOK)
TO: Philip Musgrove	(PHILIP MUSGROVE)
TO: Tom Merrick	(TOM MERRICK)
TO: William McGreevey	(WILLIAM MCGREEVEY)
TO: Zafiris Tzannatos	(ZAFIRIS TZANNATOS)
CC: Ralph W. Harbison	(RALPH W. HARBISON)
CC: Institutional ISC Files	(INSTITUTIONAL ISC FILES)

The World Bank/IFC/MIGA
O F F I C E M E M O R A N D U M

DATE: March 23, 1993 12:31pm EST

TO: See Distribution Below

FROM: William McGreevey, PHN (WILLIAM MCGREEVEY)

EXT.: 33227

SUBJECT: Social Security: HROVP FY94-FY96 Work Program Planning Meeting,
Room S6108, 2:05 p.m. to 3:00 (longer, if necessary)

The HROVP Business Plan, FY94-FY96, includes work on social security and its reform. Details of that work remain to be worked out, but there are already several important activities planned by staff in ESP and PHN. I was asked to take a leadership role in this area, particularly because of the overload of ESP tasks requiring deliverables in FY94. I have also had an ongoing interest in the topic since Mr Psacharopoulos and I worked on it in LATHR.

The purpose of the proposed meeting is an exchange of views and informal discussions of the various work programs already underway. We could then move to the topic of how we can maximize the positive results of cooperation in this area of work.

This EM is addressed to persons that I know are interested in the topic in ESP and PHN, but all interested parties are most welcome to join us. Please excuse the lateness of this notice, but there are certain pressures to get started in light of parallel planning on the HROVP business plan. I will write a note following the meeting to summarize main outcomes for those unable to attend.

Tentative Agenda.

1. Ongoing work.
 - a. Van Adams on unemployment benefits and insurance.
 - b. Zafiris Tzannatos on the economics of insurable risks.
 - c. K. Subbarao on safety nets (to be confirmed)
 - d. H. Barnum/P. Musgrove on health-care finance and insurance.
 - e. W. McGreevey on overall issues of efficiency and equity in factor and product markets.
2. Meeting Business Plan Objectives.
3. Modes of Cooperation.
 - a. Within the HROVP complex.
 - b. With DEC, PRD, FPD, regions.

4. Other Business.

DISTRIBUTION:

TO: Arvil Van Adams	(ARVIL VAN ADAMS)
TO: Kalanidhi Subbarao	(KALANIDHI SUBBARAO)
TO: Zafiris Tzannatos	(ZAFIRIS TZANNATOS)
TO: Helena Ribe	(HELENA RIBE)
TO: Oey Astra Meesook	(OEY ASTRA MEESOOK)
TO: Emmanuel Jimenez	(EMMANUEL JIMENEZ)
TO: Philip Musgrove	(PHILIP MUSGROVE)
TO: Howard Barnum	(HOWARD BARNUM)
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CC: Alan Berg	(ALAN BERG)
CC: Institutional ISC Files	(INSTITUTIONAL ISC FILES)

OFFICE MEMORANDUM

PHN-ADM-GEN
115C
EODGET

DATE: February 10, 1993

TO: See Distribution Below

FROM: Janet de Merode, PHNDR, and K.Y. Amoako, ESPDR

EXTENSION: 82381 *TH 87 SUM 2/12/93*

SUBJECT: FY92 Annual Sector Reviews for PHN and Education and Employment

93-201

1. Attached are the final versions of the FY92 Annual Sector Reviews for PHN and Education and Employment. The comments received from operations staff a few months ago were fully considered and are reflected in this version.
2. In response to requests from operations, the two reviews were more closely coordinated this year than in the past. The statistics are presented more uniformly and the choice of and approach to the special topic were discussed and agreed at the outset. Furthermore, this year, for the first time, a Joint Executive Summary, integrating the findings of the two reviews, has been prepared. It is also attached to this memorandum. The main conclusions of these reviews are presented briefly below.
3. The review of human development lending for FY92 indicates that:
 - (a) The portfolio has become much more diverse in scope and purpose and emphasizes quality improvement.
 - (b) FY92 lending levels were lower than those for FY91. However, this decline is temporary. New and reactivating borrowers in Europe and Asia and increased borrowing by LAC will fuel future growth. The share of lending for education by IDA is falling, while it is growing for PHN.
 - (c) The diversity of the lending portfolio places increased demands on policy, research and dissemination, and skills development for both Bank and Borrower staff -- particularly in the emerging areas of quality improvement, poverty alleviation and environmental education.
 - (d) PHN experience in the Bank is very short (with fully one half of operations approved since FY80 brought before the Board in the last three years, including FY92). Consequently, many PHN operations in the lending and supervision portfolios are first-time interventions in a country and project designs are still somewhat experimental.
4. The changing nature of the Bank's lending program poses critical challenges for the sector. Future areas of emphasis should include:
 - (a) Continuing efforts to improve sector work, policy, research and dissemination to enhance the capacity of staff to respond to diverse borrower needs. Increased attention to be paid to capacity-building and institutional development.

- (b) Assessing the impact of the falling share of IDA lending for education, particularly as it affects lending for MENA, South Asia and Africa.
- (c) Building a knowledge base and stock of "best practices" on emerging fields of quality improvement, poverty alleviation and environmental education.
- (d) Encouraging and reinforcing welcome trends noted in the PHN sector of deliberate and serious attention to the poorest and most vulnerable populations and growing consideration of the demand and perspectives of those groups.

5. We want to take this occasion to thank you and your staff for the time spent reviewing the draft versions of these reports and providing thoughtful and useful comments. Not only did your comments assist us in refining the reports, themselves, they also give us valuable insight on the salient issues and concerns of PHR colleagues in operations.

Attachments

Distribution:

Messrs: Choksi, Psacharopoulos, HROVP

Messrs./Mesdames: Husain (AFTPN), Hees (MNA1PH), Herz (SA3PH), Tillier (EXTIP), Crown (AF1PH), Maas (AF2PH), Colliou (AF3PH), Porter (AF4PH), Fredriksen (AF5PH), Grawe (AF6PH) Socknat (ASTPH), Karcher (SA1PH), Skolnik (SA2PH), Shivkumar (EA1PH), Ecevit (EA2PH), Lieberman (EA3PH) Heyneman (EMTPH), Keare (MNA2PH) Harbison (ESU1/2), Liebenthal (ESU3, HR), Jones (LA1PH), K. W. Lee (LA2PH), van der Gaag (LA3HR), Schweitzer (LA4HR) Van Nimmen (EDIHR), Donaldson (OEDDI)

PHN Department Staff
ESP Department Staff

cleared by and cc: Dr. A. Measham, Mr. A. Verspoor

DVaillancourt

ANNUAL OPERATIONAL REVIEWS: PHN AND EDUCATION AND EMPLOYMENT JOINT EXECUTIVE SUMMARY

Lending

1. During FY92, 42 population and human resources (PHR) operations were approved for IBRD/IDA lending in the amount of \$2845.6 million, of which 26 operations (amounting to \$1,884 million) were for the education and employment sector and 16 operations (amounting to \$961.6 million) were for the population, health and nutrition (PHN) sector. This represents a decline of about 25 percent from the record level achieved in FY91 (\$3819.6 million for 54 projects), but raises no cause for concern. This dip in lending for human resources development is a temporary phenomenon largely attributable to pipeline factors (notably the advancing and postponing of a number of PHN operations out of FY92) and to the low levels of lending for education in MENA and ECA. Both in terms of lending amount and number of operations, Bank investment in human resources development planned for FY93 will exceed the record levels achieved last year by a considerable margin, and it is projected to continue to grow over the next few years (Figures 1 and 2).

2. Rapid growth in lending for human development has been stimulated by an increasing recognition, on the part of the Bank and national governments, of the importance of investing in human resources to achieve economic development and by the Bank's restated commitment to poverty alleviation. Moreover, the Bank's portfolio of human development operations is increasingly diverse, exploiting more the synergies among the sectors (education, employment, population, health and nutrition), and expanding the objectives of such lending to address emerging priorities, such as poverty alleviation, women in development, and labor markets.

Figure 1: Average Annual World Bank Lending for Human Development

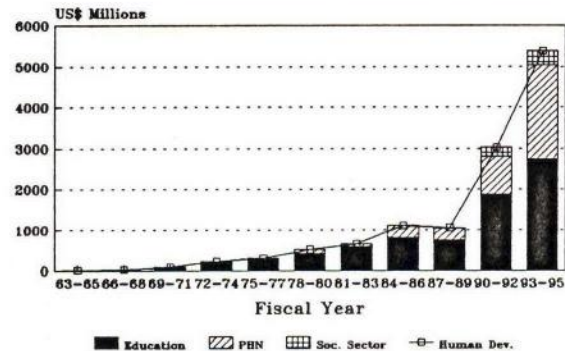
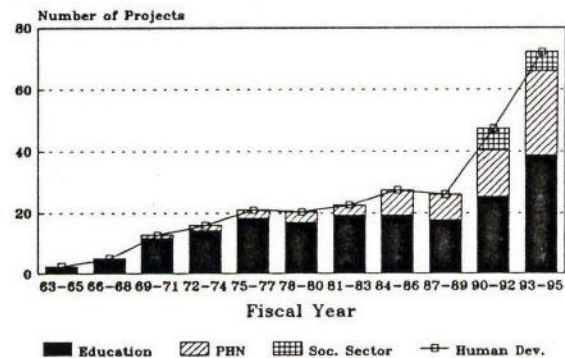


Figure 2: Average Annual Number of World Bank Human Development Projects



3. **Education and Employment.** In addition to the lending commitments of \$1,884 million for 26 education and employment projects, \$326 million was committed for project-related training and \$26 million for education in non-education projects, bringing the total lending for education and employment in FY92 to \$2,236 million or 10.3 percent of total Bank lending. The decline from the FY91 record level of \$2,759 million or 12.2 percent of Bank lending is largely explained by low lending levels in MENA and ECA. However, projections for FY93-95 indicate renewed growth in the sector fueled by lending to new and reactivated member countries in Europe and Asia and increased borrowing by LAC for a wide variety of education and employment services.

4. The regional distribution of project lending for education and employment is shifting rapidly.

Forty-two percent of FY92 education lending was for LAC, 25 percent for East Asia, 21 percent for Africa, 8 percent for South Asia and 4 percent for MENA. There was no lending for ECA this year, although a number of projects and sector work are under preparation. Longer-term trends over the period 1987-95 show the share of lending for South Asia and MENA falling, Africa and East Asia remaining relatively stable, and LAC and ECA growing rapidly. During the FY93-95 period, LAC will have the highest share of lending at 36 percent, while ECA's share will grow to 9 percent.

5. In FY92, 69 percent of education lending was financed by IBRD and 31 percent by IDA. This continues a trend of IDA's declining share of education project lending, which averaged 41 percent in FY87-89 and 40 percent in FY90-92. IDA's share is expected to decline further in FY93-95, to just 26 percent of Bank education lending. Sixteen of the 26 FY92 projects were financed by IBRD and 11 by IDA (one project was jointly funded by IBRD and IDA).

6. *Population, Health and Nutrition.* The volume of PHN lending in FY92 (\$961.6 million for 16 projects) was lower than the record levels achieved in FY91 (\$1576.6 million for 28 projects). FY93 lending is projected to recapture if not exceed the record level achieved in FY91 and projections for the following two fiscal years indicate a continued increase in lending volume.

7. Among the 16 operations included in this year's PHN portfolio are four social sector projects, with lending amounting to \$51.0 million, or 5.3 percent of overall lending to the PHN sector. These operations, aimed at poverty alleviation, support activity in a variety of sectors. The PHN components of these projects amounted to \$19.6 million or 38 percent of lending for that type of project. "Pure" PHN lending -- consisting of the 12 "pure" PHN projects and the PHN components of the four social sector projects -- amounted to \$926.3 million in FY92, or 96 percent of officially reported lending to the PHN sector.

8. During FY92, the proportion of total Bank lending to the PHN sector decreased from 6.9 percent in FY91 to 4.4 percent, or from 5.7 percent to 4.3 percent if lending to non-PHN

components is excluded. Lending for primary health care accounted for 3.4 percent of the Bank's lending, or 78 percent of total lending to PHN.

9. The South Asia region accounted for the greatest proportion of PHN lending volume (\$377.5 million or 39 percent of total FY92 lending for the sector), while the Africa region processed the largest number of PHN operations (six projects or 38 percent of the FY92 portfolio). The proportion of PHN projects that receive IDA funds is larger than the Bank-wide average. Since 1990, IDA has accounted for a minimum of 43 percent of PHN lending volume, while accounting for a maximum of 30 percent of overall Bank lending during the same period. In FY92, IDA represented 68 percent of PHN lending and 30 percent of overall Bank lending. All lending to social sector projects was IDA-financed during FY92, as befits the important role of these projects in poverty alleviation.

Sector Work

10. *Education and Employment.* The quality of Bank education sector work has been improving since the first review of sector work was done in 1984-85. The sector work program is generally strong, particularly on issues of cost and finance, efficiency and access. Analysis of the 24 FY92 sector reports shows progress in the sophistication of political feasibility analysis, particularly with regard to proposed higher education reforms. However, analysis of "new issues" such as gender, poverty, environment, and science and technology needs to be strengthened, as does analysis of education issues in broad social sector reports. Sector work output in LAC and ECA is growing in anticipation of increased lending and the need for detailed sector knowledge in new member countries, while sector work output in East Asia remains low, a reflection of the increasing capacity of countries in that region to carry out their own sector analysis.

11. *PHN.* Twenty-five sector reports were completed in the PHN sector during FY92, a slight decline from the 33 reports produced in FY91. Five country-specific health sector reports, which reached grey cover in FY92, were reviewed to assess their usefulness for devising policies and

programs to address poverty alleviation and the quality of PHN services. Collectively the reports cover the essential aspects of these issues: identification of poor and vulnerable groups; allocation of resources for health; mobilization of additional resources through increased public resources and/or greater role for private sector; decentralization of sector activity; and assessment of the demand for services. However, not all reports adequately covered all of these aspects. While finance issues were generally well addressed, the identification of very poor groups and assessment of their demand and needs were not always carried out in sufficient depth. The Annual Sector Review stresses that this element of sector work is necessary to influence and inform the design and targeting of Bank investments in the sector and makes suggestions for improved performance in these important areas.

Supervision

12. *Education and Employment.* Good implementation performance is contingent upon effective Bank supervision and strong national institutions in borrower countries. In FY92, an average of 10.0 staffweeks per project per year were devoted to supervision (or 11.2 staffweeks including local staff input). This is well below the Bank average of 13.0 staffweeks per project (or 14.1 staffweeks including local staff input). This is cause for concern, especially in the context of increased diversity in education lending strategies. A wide variety of technical skills are required to supervise adequately specialized project components such as educational assessment and management skills development. Education sector adjustment loans also require specialized supervision. The weakness of borrower country institutions is another reason for enhancing Bank supervision. A substantial number of FY92 projects included components to enhance the monitoring and evaluation capacity of national institutions. Successful implementation of these components could, in time, reduce the need for Bank supervision.

13. *PHN.* Nineteen percent of PHN operations under supervision this year were categorized as problem projects. While this represents an increase in the proportion of

problem projects over the FY91 level for PHN (13 percent), it approximates the overall FY92 Bank average of 18 percent, indicating that the overall "health" of PHN projects under supervision is in line with the Bank average. The average supervision coefficient for PHN in FY92 was 17.0, exceeding the overall Bank average of 13.0 by 30 percent. At 20.9, the PHN supervision coefficient including local staff input exceeds the Bank average of 14.1 by almost half, but does reflect a greater use of local staff for supervision than the Bank average. This divergence from the Bank average is probably a reflection of the relative newness of the health sector and the consequent inexperience of weak health ministries in managing Bank projects, and also of the increasing attention to software (including capacity strengthening) components in PHN projects, which, while appropriate, tend to add to the complexity of operations.

Policy, Research and Dissemination

14. *Education and Employment.* The Bank conducts a broad and varied program of policy research, dissemination and staff development activities aimed at ensuring that it fulfills its leadership role effectively. The highlights of the FY92 program include: 38 special research studies funded by projects, applied policy research conducted by PHREE¹ and technical departments, 30 publications by PHREE staff and provision of 146 weeks of operational support, more than 30 professional seminars offered by PHREE and the technical departments, leadership roles exercised by staff in international education organizations and editorial boards, and seven seminars for education policy makers offered by EDI. While the research, dissemination, and staff development program appears healthy, constant attention is needed to ensure that it remains focused on current and emerging issues.

15. *PHN.* The PHN department² maintains a diverse work portfolio that includes: the carrying out of policy and program-relevant research; the dissemination of research findings drawing from work undertaken both inside and outside of the Bank; and the provision of direct support to operations. Specific operationally relevant research ongoing or completed in FY92 includes:

a Best Practices paper on Micronutrient Deficiency Disorders, a Best Practices paper on Women's Health and Nutrition, a paper on Effective Family Planning Programs, Guidelines on Safe Motherhood, and a study of the Economic Impact of Adult Mortality from AIDS in Africa. Dissemination activities include the organization of 19 seminars; the publication of 19 working papers and a series of two-page "PHN Notes"; and the publication of three technical papers. PHN and the technical departments also conducted training programs that aimed to inform Bank management and staff about key sector issues. In addition, the Population Working Group, Health Financing Working Group, and AIDS Working Group each met regularly to facilitate discussion and dissemination of relevant technical issues and innovations. In FY92 PHN provided 112 weeks of operational support -- approximately 20 weeks in excess of planned support. EDI organized seminars on various PHN issues aimed at raising skills levels, encouraging discussion and exchange of experience and disseminating information.

Poverty

16. *Education and Employment.* Sustainable poverty alleviation requires a two-pronged strategy that promotes productive use of poor people's most abundant asset -- their labor -- and provides basic education and health care. FY92 Education projects addressed issues of poverty reduction by providing adequate financing, expanding access, improving quality, designing specific interventions to suit specific needs of the poor, and building local institutions. While the first three of these strategies have been familiar to Bank staff for some time, the latter two are new areas of emphasis on which further research is warranted.

17. Bank-financed education projects targeted resources to the poor in three ways: (i) geographical targeting to poor regions or neighborhoods; (ii) targeting disadvantaged groups such as girls, unemployed youth, or rural poor; and (iii) targeting high-risk or poorly performing schools. Good examples of targeting in FY92 projects and sector work are found in the China, Pakistan, Chile and Zimbabwe reports. The success of targeting mechanisms in these projects

and other projects should be closely monitored so as to build a stock of "best practices" and knowledge in this emerging field.

18. *PHN.* PHN operations approved during the fiscal year have been responsive to the Bank's poverty alleviation objective, in terms both of content and focus. Every operation approved during the fiscal year addressed poverty issues in a significant way: twenty percent of the portfolio was comprised of multisectoral operations, whose major objective is the alleviation of poverty. The primary objective of thirty-five percent of FY92 operations is the provision of basic social services to the poor, responding to an important component of the poverty strategy recommended in the WDR 90. And the balance of operations (7 projects or forty-five percent of the portfolio), while not addressing poverty alleviation as the primary objective, include interventions from which the poor should derive significant benefits. All operations addressed both short- and long-term concerns combining support for improving quickly and directly the health and welfare of the poorest and most vulnerable of the groups with efforts to develop and strengthen national commitment and capacity to improve the economic and social wellbeing of the population.

19. Collectively, FY92 projects cover the essential features of good poverty work: poverty information and monitoring; understanding and responding to the needs of the poor; targeting assistance to those most in need; and reforms in policy, financing and organization for greater equity. Although the coverage of these features is quite extensive, the depth and quality of each of these aspects of poverty work varies across projects. Drawing from the good practices observed and lessons recorded in this year's portfolio of PHN projects, the Annual Sector Review offers suggestions for further strengthening of PHN interventions aimed at poverty alleviation.

Quality

20. *Education and Employment.* Education literature has increasingly focussed on the quality and effectiveness of learning systems. All FY92 education projects included measures to improve quality through curriculum development, provision

of instructional materials, teacher training, or development of school-based management capacities. Few projects, however, addressed "process" requirements identified in the literature such as: collaborative planning, building relations between the school and community, setting clear learning goals and high expectations, or creating an orderly and disciplined learning environment. To improve the capacity of educational systems to respond to the challenge of improving quality, eight FY92 projects included educational assessment components designed to measure learning achievement. These components are more widespread and better designed than in the past. Weaknesses in the institutional, technical and dissemination design of testing and assessment components need to be remedied and greater attention paid to implementation and supervision.

21. *PHN*. Collectively the PHN projects approved during the fiscal year cover fully the selected indicators of project quality reviewed in the Annual Sector Review. The great majority if not all of these projects provide in some way for: flexibility and learning throughout implementation; project management arrangements that will serve to build capacities of existing structures and institutions; and monitoring and evaluation activities that will permit assessment of impact as well as process indicators. The ways in which these activities are carried out, however, vary from project to project and the ASR offers suggestions for improving work in this regard, drawn from particularly good project designs and documented lessons of experience.

22. Low quality of services is consistently raised and addressed in PHN operations across the board. However, for the most part analysis and interventions focus on issues of technical quality and the need for strengthening outreach activities for promotional and preventive activities. Relatively little is done to assess or address the more subjective and culturally charged dimensions of quality. Again, lessons of experience and innovative features of the FY92 portfolio are highlighted to offer some guidance in this regard.

Conclusions

23. The review of human development lending for FY92 indicates:

- (a) The portfolio has become much more diverse in scope and purpose and emphasizes quality improvement.
- (b) FY92 lending levels were lower than FY91. However, this decline is temporary. New and reactivating borrowers in Europe and Asia and increased borrowing by LAC will fuel future growth. The share of lending for education by IDA is falling, while it is growing for PHN.
- (c) The diversity of the lending portfolio places increased demands on policy, research and dissemination, and skills training needs for both Bank and Borrower staff -- particularly in the emerging areas of quality improvement, poverty alleviation and environmental education.
- (d) PHN experience in the Bank is very short (with fully one half of operations approved since FY80 brought before the Board in the last three years, including FY92). Consequently, many PHN operations in the ending and supervision portfolios are first-time interventions in a country and project designs are still somewhat experimental.

24. The changing nature of the Bank's lending program poses critical challenges for the sector in the form of:

- (a) Continuing efforts to improve sector work, policy, research and dissemination to enhance the capacity of staff to respond to diverse borrower needs. Increased attention to be paid to

capacity-building and institutional development.

- (b) Assessing the impact of the falling share of IDA lending for education, particularly as it affects lending for MENA, South Asia and Africa.
- (c) Building a knowledge base and stock of "best practices" on emerging fields of quality improvement, poverty alleviation and environmental education.
- (d) Encouraging and reinforcing welcome trends noted in the PHN sector of deliberate and serious attention to the poorest and most vulnerable populations and growing consideration of the demand and perspectives of those groups.

1 As of January 1, 1993 PHREE has been integrated into the newly established Education and Social Policy (ESP) Department.

2 Prior to January 1, 1993, the PHN department was known as the Population, Health and Nutrition Division of the Population and Human Resources Department (PHRHN).