



Department
for International
Development



UK engagement with the World Bank

2013-14



October 2013

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1. Why we work with the World Bank

The UK Multilateral Aid Review (MAR)¹ published in March 2011 comprehensively assessed the value for money (VFM) and reform priorities of multilateral organisations supported by DFID and in which the UK is an important shareholder. It confirmed that, overall, the World Bank Group (“the Bank”)² is one of the most effective multilateral institutions that DFID funds. It is closely aligned to UK development priorities and is an important partner in the UK’s efforts to reduce global poverty. The UK’s contribution to its concessional lending arm for low income countries (the International Development Association - IDA) demonstrates our confidence in the central role of the Bank in helping to reach the Millennium Development Goals (MDGs). The Bank has made significant progress against many of its objectives for IDA, as demonstrated in the Results Measurement System (RMS). These include:

- 135 million children immunised a year (estimated three year aggregate), from 85 million in 2010.
- 2.5 million people provided with access to improved sanitation facilities over three years (from 1.6 million in 2010.)
- 0.9 million teachers recruited and/or trained over three years (0.9 million in 2010).

The MAR Update in 2013 found that the Bank is taking reform seriously and has made reasonable progress against the reform priorities set out in the MAR – gender, fragile and conflict affected states (FCAS) and contribution to results. The Bank is working to ensure it delivers country strategies and programmes jointly, providing a unified and integrated approach. On a more practical level, corporate functions such as HR and communications have also now merged to serve the World Bank Group as a whole.

There is still room for improvement in the Bank’s performance. The Bank accepts the areas identified as in need of further change. The UK is working with the Bank at many levels to support its efforts to address these and make it more effective in reducing global poverty particularly over this year as it reviews its strategy under President Dr Jim Yong Kim.

¹ See <https://www.gov.uk/government/publications/multilateral-aid-review>

² The World Bank Group has four parts: concessional lending for low income countries (International Development Association – IDA), non-concessional lending for middle income countries (International Bank for Reconstruction and Development – IBRD), direct lending and investment in the private sector (the International Finance Corporation – IFC) and provision of guarantees for the private sector (Multilateral Investment Guarantee Agency – MIGA). The MAR examined IDA and IFC. Most of the policies, procedures and management practices adopted for IDA apply equally for IBRD lending.

2. What we aim to achieve in 2013-14

The Bank is going through a period of significant change. Dr Kim, who is now in his second year as President, has articulated a renewed vision for the Bank, and at the Spring Meetings (April 2013) announced the twin goals of eradicating poverty by 2030 and promoting shared prosperity. The draft 'Common Vision' presented to Governors makes clear that these must be pursued in a way that takes account of environmental, social and fiscal sustainability. The Bank is in the midst of defining what this means operationally through a new World Bank Group strategy. This will be finalised by the Annual Meetings in October 2013 for Governors to endorse. This will be the first time there is a strategy bringing together the whole World Bank Group under one narrative and results framework. The UK is supportive of the goals and of the Bank working together as a single institution. We have pushed the Bank this year to ensure the strategy spells out what is new, how plans translate into real change and how progress will be tracked.

The negotiations for the seventeenth replenishment of the International Development Association (IDA 17) are underway and will conclude in December 2013. The first two meetings have agreed the overall theme for IDA 17 of "Maximizing Development Impact" with a particular focus on leveraging private resource, leveraging public resource and leveraging knowledge. The special themes of fragile states, climate change, gender and inclusive growth have also been agreed. The next meetings will agree the financing framework, the results framework and the size of IDA 17. For the first time the Bank has proposed an option of donors providing concessional loans to IDA in order to try and attract more financing, predominantly from emerging markets. The terms have yet to be finalised.

On-going changes in the wider development landscape this year are also important for the Bank. The processes to define the post-2015 agenda will come to frame much of the environment in which the Bank works. Strong engagement from the Bank at the pre-G8 summit 'Open for Growth' event this year on tax, trade and transparency, the recent commitment to give more focus to its political economy work and its new shared prosperity target makes the Bank well situated to carry forward the post-2015 agenda.

The Bank's on-going internal reforms in the areas of procurement and social and environmental safeguards also provide an opportunity for the Bank to ensure its systems are both flexible and suited to the direction of any new framework. The UK will continue to engage closely in both reforms as they progress.

The **UK's overall objectives for the World Bank in 2013-14** reflect our support for the Bank's vision and our focus on ensuring that this results in meaningful change.

Objective 1: A greater focus on achieving **results, value for money** and aligning Bank operations with its new targets.

- a. The new World Bank Group Corporate Scorecard reflects the new goals, sets targets for the quality and the relevance and alignment of Bank operations and holds senior management to account for their delivery.
- b. The budget reform process improves the alignment of resources to strategic objectives.
- c. A challenging IDA17 Results Measurement offer reflects the contribution of the whole World Bank Group.

The UK has been at the forefront of pushing the Bank to increase its results-focus, such as introduction of its Payment for Results (P4R) instrument and the Corporate Scorecard. We will continue to engage on these issues and, while progress has been good, influencing the Bank to better articulate the results it buys with UK taxpayers' money remains a top UK priority. VFM is about maximising the impact of each pound spent to improve poor people's lives, looking not only at the Bank's effectiveness but also its focus and level of ambition.

The Corporate Scorecard was unveiled at the 2011 Annual Meetings and is being championed by senior management to make staff more accountable for what has been promised to shareholders. We expect the new Scorecard to take that ambition to the next level and reflect the new targets President Kim has set. The Bank is seeking to ensure that its resources deliver its strategic objectives by reviewing the way it allocates its budget in readiness for the 2014-15 budget. This will include driving efficiencies and ensuring scarce resources are spent where they are most needed. We will be using our influence to ensure the Bank follows through on its efforts in this area.

Objective 2: Institutional reform including improved World Bank cost effectiveness and efficiency.

- a. The Bank's CFO takes early steps to deliver efficiency gains from its administration budget.
- b. IDA17 delivers a commitment to adopt unit cost tracking and more systematic use of options appraisal for investment lending.
- c. The procurement reform adopts VFM as a core objective of procurement for the Bank and agrees over time to track the impact of procurement reform on overall efficiency and VFM.

The UK has long been in the vanguard of efforts to drive greater cost effectiveness and efficiency. This commitment is not always shared by other shareholders – who may be concerned that the Bank is losing competitiveness vis a vis other employers or do not share the same priorities for the allocation of the Bank's administration budget, for example wishing to see an expanding Bank budget and loan portfolio. This context means the UK's focus on cost control and VFM is a challenging objective. The Bank has implemented some efficiency gains in its administrative budget and the UK continues to push it further. Early evidence is that the strategy will result in a greater focus on cost reduction and efficiency, particularly in the next two financial year budgets

We expect IDA 17 to bring more reporting on unit costs -- as our experience shows that this can drive savings -- and provide a wider range of options for clients in how they can achieve their project goals.

Procurement reform is a key mechanism for making the Bank more agile and effective. The direction of the debate on procurement so far is promising but as part of the next phase we expect to see metrics to measure improvements in efficiency and effectiveness of this core Bank function.

Objective 3: Increased impact on poverty reduction through economic development and private sector development as part of its new One World Bank approach.

- a. Increased and more effective World Bank Group collaboration results in at least 20 joint country business plans and development of regional transformative projects
- b. New IFC 3 year roadmap and MIGA 3 year strategy demonstrate clear commitment to increase the quantity and development impact of activities in private sector operations in IDA-eligible countries, FCAS and frontier regions.
- c. Internal staff performance incentives reformed effectively to successfully incentivise staff to close more, smaller, higher risk deals in IDA-only and FCAS.

The IFC is a leading organisation promoting private sector development globally. MIGA also has an important role in individual investments and IBRD/IDA in creating more vibrant and conducive business environments. A core part of the new strategy is a more integrated and coherent World Bank Group offer. The Bank has committed to develop joint business plans across IBRD/IDA, IFC and MIGA. We expect to see these gather pace over the next year. These joint business plans, along with the IFC and MIGA Roadmaps, will mean a significantly strengthened offer on the private sector side, including undertaking more operations in tougher and more challenging contexts and sectors and delivering greater development outcomes. We also expect the new strategy to outline more clearly how the Bank will create effective incentives for staff to work in these harder and more challenging environments and projects.

Objective 4: Improved performance in fragile and conflict-affected states (FCAS).

- a. A commitment from the Bank that all new IDA Country Assistance Strategies (CAS) for FCAS address the drivers of fragility.
- b. Capturing lessons on what works in challenging environments and sharing them across the Bank (specifically lessons from IEG review of Bank operations in FCAS are reflected in the IDA RMS and wider reform process).
- c. Introduction of systematic monitoring of Bank partnerships with other development partners e.g. UN
- d. Reform of the IDA allocation system to address the inflexibility and inequality of the current system of exceptions for FCAS.
- e. Greater disaggregation of IDA reporting of FCAS results to help track the impact of increased resources and attention.

Effective delivery in FCAS remains a high priority for the UK. The 2011 World Development Report (WDR)³ highlighted that 1.5 billion people live in areas affected by fragility, conflict or large scale organised criminal violence. The proportion of absolutely poor people - living below \$1.25 a day - in FCAS will increase over the next two decades. If the Bank is to achieve its goal of eradicating poverty by 2030, it has to reach these people. The UK continues to work closely with the Bank to increase effectiveness in these environments, for example through lesson learning events and exchange of staff.

Objective 5: Progress on sustainable development and climate change in line with the new strategy.

- a. Interim sustainability/ climate indicators in the new Scorecard follow the strategy and are ambitious, flexible to different country circumstances and cost effective to measure.
- b. The 'Systematic Country Diagnostic' process (being developed under the new strategy) assesses the most cost-effective ways for the country to develop in a low carbon, climate resilient way.
- c. Country Partnership Frameworks are designed to help countries develop in a low carbon, climate resilient way
- d. Effective implementation of the Bank's new energy strategy and, in particular, support for clean energy and energy access.

President Kim has been clear that his two new goals relating to absolute poverty and shared prosperity must be addressed with future generations and sustainability in mind. The UK will be looking carefully at the strategy to ensure that sustainability and climate change are reflected in the proposed revisions to the Corporate Scorecard and new objectives. The strategy includes a clear commitment to promoting sustainable development in delivering its twin goals of eliminating poverty and sharing prosperity, including agreement to developing interim sustainability/climate indicators. As such our objectives for 2013/14 are to ensure the strategy is implemented in a way that supports our climate and environment objectives.

Objective 6: Accelerated action to address the needs of **girls and women** and other key game-changing sectors to achieve the Bank's **new targets**.

- a. A strengthened offer for IDA 17 on gender, including more stretching targets and improved mechanisms to track gender commitments
- b. Increased focus by the Bank on women and girls' role in governance and voice with a particular focus in stepping up engagement on gender in FCAS.
- c. Evidence that incentives are in place to ensure that gender is part of Bank operations and in-country dialogue.
- d. Evidence of the Bank meeting its commitments to nutrition made at the Nutrition for Growth summit; IDA 17 commitments reflect nutrition outcomes.
- e. Bank identifies the key game-changing sectors for its new targets and provides a rationale for engagement in those sectors.

The 2012 *Gender Equality and Development WDR*⁴ sets out clearly how gender equality is a core development objective in its own right, and that focussing on gender is smart economics. It made the case that greater gender equality can enhance productivity, improve development outcomes for the next generation and make institutions more representative.

We believe the Bank can do more to improve its work on gender and needs both to increase its commitment to gender and to improve the mechanisms its uses to track its work on gender equality. We will look to the IDA 17 results framework and special theme on gender to reflect our objectives in this respect.

As part of its strategy the Bank will be selecting key themes for internal knowledge-sharing entitled "Global Practices". We expect that as part of this process they will also identify the main challenges to delivering the new goals and the game-changing sectors the Bank must deliver on to have most impact. We don't expect these to be identified alongside the strategy in October but expect them to be decided over the next six months or so.

⁴ <http://go.worldbank.org/CQCTMSFI40>

3. How we will work with the Bank

The UK is important to the Bank as a major shareholder and donor. The UK holds £250 million of paid-in capital and has committed £2.66 billion to IDA over the period 2012-2015. The UK will seek to maximise its influence through our role on the Board, working closely with other shareholders to support and drive reform and through close cooperation with our country offices in borrowing countries. The Bank's role is shaped by all its shareholders' interests, not just those of the UK. On issues where priorities differ, such as energy or the Bank's future role in Middle Income Countries, significant compromise is often required. To have significant influence at the Bank, the UK must manage trade-offs between its own objectives and those of other shareholders.

The Bank is often referred to as a "Knowledge Bank" and now by President Kim as a "Solutions Bank", because of its extensive range of high quality technical and analytical capability, combined with data and operational experience. The UK has a wide-ranging policy dialogue with the Bank. We collaborate and, when appropriate, challenge the Bank to develop new policy (such as on social protection and FCAS). We draw on the Bank's vast stock of expertise and knowledge, relying on it for policy expertise we do not have (such as urban development) and ensuring policy coherence on issues that matter to us (such as girls and women). Britain is a valued partner for the Bank in developing policies on a wide range of issues, such as conflict prevention and governance; and through cooperation with our bilateral programmes.⁵ The Bank is, equally, an essential partner for the UK given its capacity to respond across most sectors and to provide a broad range of support to all developing countries, including a wide range of financial instruments and extensive technical and policy advice. As a result, the Bank delivers significant results for the UK, including the ability to support countries, sectors and policy areas where we don't have bilateral capacity.

At the country level, in addition to our direct contribution to IDA, we partner and co-finance with the Bank in large-scale complex programmes and rely on it for technical inputs and fiduciary oversight. Elsewhere, we entrust the Bank to manage trust funds on behalf of ourselves and other donors in FCAS or key sectors. We also use this country-level engagement to support and inform our oversight at the Board. This helps us ensure that Bank operations are designed and implemented to maximise their impact on reducing poverty and in compliance with safeguards and consultation policies.

⁵ An overview of DFID's country programmes is set out in DFID's Annual Report and Accounts 2012-13 <https://www.gov.uk/government/publications/dfid-annual-report-and-accounts-2012-13>

Annex: Progress against our 2012-2013 objectives

1. A greater focus on achieving results, value for money and aligning Bank operations with its new targets

Objectives for 2013	Progress to date
<p>Effective implementation of the Bank's modernisation agenda as evidenced by achievement of 2013 milestones, such as rolling out a system for tracking knowledge products (products such as research, economic analysis and technical assistance); and adoption of a common set of indicators of programme quality and a corporate monitoring system for them.</p>	<p>President Kim initiated a fundamental review of the Bank's strategy and operations last year which superceded the on-going modernisation programme. Measures to reinforce the single World Bank Group have been taken – most notably adoption of new shared goals to eradicate extreme poverty by 2030 and mitigate against increased inequality. The Bank is reforming its approach to ensure it delivers country strategies and programmes jointly. On a more practical level, corporate functions such as HR and communications are now merged to serve the World Bank Group as a whole.</p>
<p>Progress towards a Human Resource (HR) strategy which strengthens performance management, enhances staff mobility, particularly in FCAS, and improves talent management.</p>	<p>The new strategy will also cover HR. Initial evidence suggests there is a strong desire to implement HR reforms to build a performance-based culture, improve talent acquisition and management, and better leverage the Bank's global workforce. The challenge will be implementing the necessary reforms to make this a reality</p>
<p>Implementation of the initial P4R portfolio is on schedule and the Bank is well prepared for a proportionate review in Year 2.</p>	<p>The portfolio is on track and we are pleased to see a wide range of P4R projects in a range of sectors and country contexts, including FCAS. This allows the 2 year review of implementation to gather a good set of lessons – noting it is much too early to expect outcomes or any opportunities for evaluation.</p>
<p>Robust assessment of progress towards IDA 16 results undertaken at the Mid-Term Review in November, leading to agreement on actions to address any identified weakness.</p>	<p>The Bank presented good progress against the IDA16 RMS at the Mid Term Review. The Bank set out an action plan to address poor performance against measures of portfolio quality.</p>

2. Institutional reform including improved World Bank cost effectiveness and efficiency

Objectives for 2013	Progress to date
<p>The Bank carries out substantial reform to its procurement policy with wide consultation, based on clear principles and clarity about the development value of procurement.</p>	<p>The procurement reform is on track. The approach paper was very clear in its commitment to VFM, economy and development outcomes as the key principles.</p>
<p>A DFID Trust Fund Reform Strategy in place, which supports Bank reform priorities and improves portfolio management.</p>	<p>The Trust Fund Reform Strategy was approved in December 2012, based on three objectives: 1) improve DFID's oversight of the trust fund portfolio; 2) define clear principles on when a World Bank Trust Fund will be an appropriate instrument for DFID to use; and 3) continued work to improve Trust Funds' impact and value for money. In 2013, new, clearer guidance was issued to DFID staff considering working with country trust funds; an annual portfolio review process has begun in order to identify common performance issues; the portfolio has been simplified by closing old and non-performing funds; and a comprehensive due diligence assessment has been carried out to ensure the capacity and capability of Bank systems and policies</p>
<p>The Bank provides detailed evidence-based analysis of its costs drivers, financial position and medium-term financial outlook.</p>	<p>The Bank provides details on its financial position and medium-term outlook annually as part of the budget process. There was some, but limited, information on the Bank's cost drivers.</p> <p>After the strategy is agreed, there will be a comprehensive review of the Bank's financial strategy (covering all arms of the Bank, as well as programme and administrative spend and financial management). This review is to ensure the Bank is using its financial resources effectively to deliver the agreed strategy. This process should provide more detailed and comprehensive analysis of the Bank's cost drivers, financial position and medium-term financial outlook.</p>

3. Increased impact on poverty reduction through economic development and private sector development as part of its new One World Bank approach

Objectives for 2013	Progress to date
<p>Increase in the quantity and impact of activities by IDA, IFC and MIGA in private sector operations in IDA countries, FCAS and frontier regions.</p>	<p>In FY12, the IFC had offices in 18 out of 33 fragile and conflict situations (up from 17 in FY10). The IFC is also in the process of increasing staffing numbers in FCS, with 20 new staff posts expected to be filled by the end of FY13.</p> <p>In the most recent IFC Roadmap under discussion with the Board, proposals have been made to significantly step-up investments in FCAS. MIGA has now set up its Facility on Conflict and Fragile States and this is expected to become fully operational during FY14.</p>
<p>Successful commencement of the implementation phase of the IFC's Global Small and Medium Enterprise Facility.</p>	<p>The Facility is performing well. IFC have developed a strong pipeline of investment and advisory projects. The Facility could benefit from having a stronger focus in sectors considered too risky by DFIs and commercial banks to finance and could increase its focus on gender and sustainable energy.</p>
<p>Continued testing of the IFC's Development Goals, with a view to full integration into the IFC's internal performance management systems, and refinement of MIGA's development impact tracking.</p>	<p>So far the IFC has met or exceeded the pilot targets that it set for itself. The IFC is in the process of revising the targets, as well as integrating the health/education and access to finance indicators into the IFC's internal incentive and management systems. Full implementation of all of the IFC's Development Goals will be in FY14.</p> <p>MIGA is in the process of developing a set of indicators focused on measuring development impact, performance against MIGA's strategic priorities and the operational effectiveness of the Agency. These should align with the new strategy and its results framework.</p>

4. Improved performance in fragile and conflict-affected states (FCAS)

Objectives for 2013	Progress to date
<p>IDA 16 Mid-Term Review and subsequent initial IDA 17 replenishment discussions enable informed decisions about options for adjusting the framework for allocating resources to FCAS.</p>	<p>The Bank has developed innovative and credible proposals for reform of its allocation framework to address the needs of fragile and very low income clients. The UK is supportive both of the proposed Turnaround Regime – designed to provide swift support during moments of transition – and a change to the Country Performance Rating, which will increase the returns to improved performance for the Bank’s poorest clients.</p>
<p>Draft revisions made to the Operational Policies to include simplified procedures to reflect the specific challenges of fragile environments.</p>	<p>The Bank’s final set of reforms to investment lending allow for more routine use of expedited procedures – e.g. procurement – to reflect the challenges posed in FCAS. The ongoing operational reforms which emphasise smarter management of risk and more adaptive styles of management bode well for the Bank’s operations in FCAS.</p>
<p>Further reform to HR policies and practices to attract talented staff with the right skills to work in FCAS.</p>	<p>The Bank has strengthened staff incentives to go to FCAS and reallocated admin resources, albeit on an ad hoc basis, to provide more intensive implementation support. This has contributed to improved results in terms of project scores. The on-going reforms to HR policies and global footprint should also help to the quality of the Bank’s engagement in these more challenging environments.</p>
<p>Flexible and responsive World Bank engagement in countries facing particular threats or offering particular opportunities (such as Yemen, South Sudan and Burma).</p>	<p>The Bank has increased its presence in Yemen as a result of UK efforts. It is supporting longer term economic reform, as well as emergency cash transfers to poor households. However, recent security threats to Western interests in the region highlight the challenges faced by the Bank in fulfilling its duty of care to staff.</p> <p>In Myanmar the Bank has opened an office in Yangon and published a one-year Interim Strategy Note for both WB and IFC operations, to support the country’s triple political transition (political, economic and from conflict to peace), drawing lessons directly from the WDR.</p> <p>South Sudan became the newest member of the World Bank in April 2012 and its access to IDA has now been confirmed. The first Interim Strategy Note for FY 2013-14 was published in January 2013, focusing on building legitimate institutions that can mitigate the drivers of instability. The Bank has been working closely with the Government of South Sudan, the UK</p>

	<p>and other donors on activities linked to the New Deal for Engagement in Fragile States: the South Sudan Investment Conference and South Sudan Partnership Fund.</p> <p>The Bank has also committed to scaling up considerably in Somalia.</p>
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5. Progress on sustainable development and climate change in line with the new strategy.

Objectives for 2013	Progress to date
Successful roll out of the mechanisms to measure climate-related financing, including GHG emission accounting at the Bank.	We are continuing to push for targets to be included in the Bank's Corporate Scorecard and IDA Results Framework on climate-sensitive lending.
Steps to further improve Climate Investment Fund (CIF) management, including putting in place new results frameworks to enable the CIFs to demonstrate progress at the programme level; and the establishment of a risk management framework.	<p>The Bank, along with the other implementing MDBs of the CIFs, has made good progress in responding to a paper, <i>Improvements to the CIFs</i>, from November 2011. This work has been led by the World Bank hosted CIF Admin Unit.</p> <p>With the recruitment of a senior M&E Results Adviser in the last year, the CIF Admin Unit has made significant progress in advancing the results frameworks; all four CIF funding windows now have approved results frameworks and there has been good progress in setting out the methodologies for monitoring core indicators. Only in the Forest Investment Program (FIP) is there work to do to define “common” indicators.</p> <p>There has been good progress in establishing a portfolio wide CIF “Enterprise Risk Management” framework. Terms of reference for appointing a senior risk management officer for the CIFs are currently being approved.</p>
Discussions and decisions about the Green Climate Fund (GCF) are informed by management lessons from the CIFs.	An Independent Evaluation of the CIFs is currently underway. The Interim Report of the evaluation was released in August 2013. The final report is due by the end of 2013. The Interim Report already provides useful evidence with the GCF Board can use in their ongoing design of the GCF. Bank representatives have been attending GCF Board meetings and providing useful comments on the design.

6. Accelerated action to address the needs of girls and women and other key game-changing sectors to achieve the Bank's new targets

Objectives for 2013	Progress to date
Increased evidence in DFID Multilateral Aid Review monitoring of the Bank's contribution to addressing the needs of girls and women in its country operations.	The 2013 MAR Update identified that IDA had increased its contribution in this area. In particular, this area was identified by the peer reviews of the MAR to have improved significantly. Highlight includes the Bank meeting all its IDA 16 Targets on Gender and publication of specific Gender action plans by almost all of the Bank's Vice Presidencies.
Positive trends in Bank performance against the operational gender indicators in the Corporate Scorecard.	The IDA RMS and Corporate Scorecard track how the Bank has incorporated gender in its operations and shows that 100% of CASs approved in FY12 were gender-informed. Looking forward, we believe the operational gender indicators need to be more stretching and focus more heavily on how these processes translate into results.
Stronger incentives for Bank staff working on programmes and projects addressing gender issues and girls and women.	There has been a strong push from senior management and the Board to raise the importance of gender in Bank operations and strategies. This has been coupled with significant gender training and outreach with country offices post the WDR. The MAR 2013 Update highlighted that more needs to be done to embed a culture amongst staff which proactively considers and incorporates gender, in particular a need to scale up efforts in lagging sectors. We are seeking to address this through our IDA 17 objectives on gender.
Effective partnership between the UK and the Bank on maternal and reproductive health issues and family planning in the follow-up to the London Summit on Family Planning.	The summit involved significant Bank engagement. The Bank has offered a strong engagement in the area of family planning For example President Kim has committed to invest more than U\$700m for MDG's 4 and 5 and the Bank has included contraceptive access in its Corporate Scorecard.

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Published by the Department for International Development, October 2013

Cover photo: High school girls taking notes, Suapur. Scott Wallace/ World Bank