



INSIDE

Kerala's water woes [1-5](#)

Development Dialogue:
 Better governance is the
 need of the hour [6-7](#)

Latest from the Blogworld:
 Boat Clinics in Assam [8-9](#)

ICR Update: Mumbai Urban
 Transport Project [11-13](#)

Recent Project Approvals,
 Signings and Events [14-17](#)

New Additions to the Public
 Information Center [18-27](#)

Contact Information [28](#)

About the photograph:
*Kerala Rural Water Supply
 and Sanitation Project,
 Calicut district*

Photograph by Shaju John

Through Jalanidhi's heartland: Rural Kerala finally gets water

The summer of 2013 was unusually harsh in Kerala, the lush coastal state in southern India. Before the monsoon arrived, there was little relief from the scorching summer heat for the parched and thirsty population.

"Most of our wells dried up this summer," says Ajithkumar, the bearded head of the Mundathikode *gram panchayat* – village council – in Thrissur district in north Kerala. "The dams had no water to irrigate our fields and recharge our wells. Hundreds of families would have been in dire trouble had it not been for Jalanidhi," he adds, citing the Kerala government's innovative rural water supply project, supported by the World Bank.



Jalanidhi, which began in 2000, has gone a long way in ensuring that rural families in many water-stressed parts of north Kerala receive a dependable supply of piped water in their homes, at a price that even low-income households can afford.

Kerala is thirstier now than a decade ago

“Kerala is thirstier now than a decade ago,” explains Ajithkumar, accounting for recent water shortages. Although the state receives one of the highest levels of rainfall in the country, its undulating terrain drains most of the rainwater into the sea.

“About 25 years ago, most people met their water needs from open wells and hand pumps that tapped into the abundant groundwater.” But now, demand for water is soaring. “Nuclear families are growing and about 500 new homes are being built every year in our area alone. People also have more affluent lifestyles and tend to use water wastefully since they no longer have to draw it up themselves from village wells, but use motorized pumps to do so instead.”

On the other hand, water sources are shrinking. Across the state, the rapid growth of built up areas and the loss of vegetative

cover, ponds and wells has led to insufficient recharge of groundwater, contributing to falling water tables.

Until Jalanidhi came, most women spent many hours a day collecting water, often carrying it from distant wells or waiting for it near public taps, uncertain when and if the water would come. Many had to walk to distant rivers and ponds to bathe and wash clothes.

Communities take charge

The project sought to help villages plagued by chronic water shortages, making special provisions to include vulnerable people such as tribals, scheduled caste communities as well as fisher-folk within the project’s ambit.

Small groups of households who wanted better water supply were helped to come together to build and run their own water supply schemes. They were helped to dig

Until Jalanidhi came, most women spent many hours a day collecting water, often carrying it from distant wells or waiting for it near public taps



new wells (to tap into the upper layers of water) drill borewells (to tap into deeper aquifers), or build systems to draw water from the state’s numerous springs, streams, rivers and lakes. They were also helped to build storage tanks and lay down pipes to distribute water to village homes. While the state government bore the lion’s share of capital expenditure (75percent), the *gram panchayat* paid 10 percent, and the beneficiaries themselves 15 percent.



Community groups determined the timings and duration of water supply to member families, and levied service charges to meet their operation and maintenance expenses. A number of communities installed water meters to curb consumption.

The Project's success has helped dispel a number of long-held beliefs: one that piped water supply is a privilege only for the better-off; and two, that the poor are unwilling to share the capital costs of their schemes, or pay the cost of operations for the water they use.

Women benefit, water quality improves, and people are satisfied

With water now available at the turn of a tap within family compounds, rural women have gained the most. They no longer have to

spend hours collecting water for their homes, freeing up their time to work to supplement family incomes.

While many of Kerala's women run their households in the absence of the men-folk who have taken up jobs in the gulf countries and elsewhere, the travails of collecting water have spurred a number of them to take on the mantle of leadership in their water supply schemes.

In Palakkad district, vibrant and articulate Ambika Vijayakumar, 58, a mother of two who never finished high school, proved all naysayers wrong by mobilizing 62 households, raising Rs. 2,000 from each in easy instalments, buying land for a large open well and pump house, and building an overhead tank to store water in. The group completed the project on time, and saved money to boot.

A number of communities installed water meters to curb consumption.





Incidence of diarrhea and dysentery has reduced dramatically after the Jalanidhi scheme started giving them water

The quality of water has also improved. In Mundathikode's lower middle class neighbourhood of Minalur, Ammini, 74, had to abandon her neighbourhood well because a latrine built nearby began to contaminate it. Today, Ammini has enough safe water within her yard to meet her needs as well as those of her three tenant families.

"As a result, people's health has also improved. In the Potta resettlement colony in Ayalur, Palakkad district, K.M. Mooza, the president of the beneficiary group says that the incidence of diarrhea and dysentery has reduced dramatically after the Jalanidhi scheme started giving them water. This poor community has also given free water connections to the most destitute families among them."

Valsa, 47, who rents one of Ammini's rooms, explains that the bill for all four families together usually works out to about Rs. 60 a month. Since they pay for the water they use, they are careful not to let the tank overflow as that would mean wasting money. Asked if the cost of the water is justified, Valsa says that getting water when it is needed is itself a profit for her.



Jalanidhi has also added to the neighbourhood's desirability. Shanta, 51, says that Jalanidhi water was a major factor in her husband deciding to buy a house in Minalur a year ago.

When the residents are satisfied, the gram panchayats too are happy. Earlier, people were always complaining about the lack of water supply, and 'dharnas' – or protests – were frequent, says V. V. Kuttikrishnan, president of Erimayur gram panchayat (GP) in Palakkad district. "There is peace in most Jalanidhi panchayats now," he adds.

It is a testimony to the success of the decentralized model that his panchayat has implemented 25-odd new projects on the Jalanidhi model, using funds from their own and other sources.

Secret of success – reliable water source and good leadership

Minalur's Jawahar group of water users is among the most successful groups under Jalanidhi. The group – that caters to the water needs of 215 households – bears all maintenance costs, carries out regular water quality tests, holds monthly meetings, maintains accounts properly, and renews its registration as a charitable society every year.

Over the years, the group has built up savings of Rs. 350,000 from user charges, and uses the interest to fund welfare measures for its members such as providing educational scholarships, helping the poor with health expenses etc.

So, what, is the secret of their success? "A reliable source of water and good, service-minded leadership," explains P. Murali, who has headed the group for over a decade.

All groups are not the same, however adds P. K. Kurian, director monitoring and evaluation in Jalanidhi. "While around 80 to 85 percent of schemes are functional - of which some 40 to 50 percent are doing very well - the remaining 15 to 20 percent are limping."

What, then, accounts for the difference? Good human and social capital are the drivers of sustainability, explains Kurian. "But in places where good leadership is lacking, there is little sense of participation

Good human and social capital are the drivers of sustainability

and projects tend to be mismanaged or have nothing in reserve for times of need,” says Krishnakumar, 38, vice-president of a Jalanidhi community in Ayilur.

Gram panchayats should also be able to examine accounts, ascertain if meetings are held, and intervene where managerial, technical or other support is required, he avers. With this in mind, the Project, now in its second phase, is enabling panchayats to monitor the performance of beneficiary groups.

Sustaining water sources is critical


Sustaining water sources is also critical. Many households want to join the schemes, but the projects, designed with a specific number

of households in mind, cannot cater for too many new users. Moreover, water sources are increasingly under strain; whereas 10 years ago a borewell struck water at 80 feet below the ground, it now touches water at 140 feet, as the water table has fallen.

Against this backdrop, panchayats have to take on overall water management, take stock of differing terrain and groundwater conditions, prepare local water policies, and project future water needs, observes Kurian.

Accordingly, Jalandhi's second phase envisages that GPs will prepare local water security plans, work towards making water sources sustainable, build local storage capacity, and draw up back-up plans to meet contingencies.

Jalanidhi I (2000-2008) has provided piped water to 192,000 families in 112 gram panchayats in 13 districts, the vast majority of which are in the four northern districts of Thrissur, Palakkad, Malappuram and Kozhikode.

Jalanidhi II (2012-2017) is working to provide water to rural families in 200 gram panchayats in 12 districts, many of which are in central Kerala's Kottayam and Idukki districts, as well as in the northern districts of Palakkad, Malappuram, Kozhikode, Wayanad, Kannur, and Kasargod. 



Asha by boat: The last mile over



“If I don’t get a hundred it would be a bad day.” said Muniran Bibi. She sounded like an ambitious cricket player. “The boat clinic is our only chance of getting health care here on the island.” she insisted. “If not many people come, a big chance would be wasted for them.” Her eyes were bright with anticipation.

I had just arrived at the school building on an island in the Brahmaputra River in Kamrup District, Assam, India. The young team from the Kamrup Boat Clinic, a doctor, a pharmacist, lab technician, two nurses and a registration worker had raced ahead carrying their supplies on a bicycle through the fields. I was maybe three minutes after them. When I got there they had already talked to Muniran, the local Asha worker, and set up in their corners in the school’s class room. People started

lining up at the rickety table under the porch that was used for registration. Karim Ali, twelve years old, was one of the first ones. He got deworming pills and vitamin B supplement.

Most of the patients were women, many with their children, and many others pregnant. They came for pre- and antenatal care, to get vaccinations and regular check-ups. The young team was incredibly efficient: registration outside, straight on to the doctor. From there to one of three stations: nurses, lab, or pharmacy. The little school building had become a field hospital for a day. When I came in and took pictures all around, nobody even looked up, the work simply continued.

The Center for North East Studies (C-NES) runs fifteen of these boat clinics with funding from the National Rural Health Mission (NRHM). The boat clinic was the brain child of Sanjoy Hazarika, C-NES’s managing trustee and a writer, journalist and documentary maker. The first boat clinic started in 2005 with funding from the World Bank Development Marketplace. When NRHM deployed in Assam, they realized that without the boat clinics they would never reach the 3 million people in Assam who live on islands in the mighty river. So they decided to fund C-NES to reach them. Today, the boat clinics reach more than a million people who would otherwise never get care. With more funding for boats, they could do more...





The boat clinics deliver the last mile in a Government of India funding program, a mile over water in PPP mode. Like Operation Asha, another Development Marketplace “last mile” winner, the boat clinics excel through focus, dedication and relentless efficiency. I love what they do!

When we left, Muniran looked happy. She was well over a hundred already and not out. The team would stay the whole day to take the boat back only just before dark. Another island would await them the next day, like every week day... 🌐

<http://tinyurl.com/q9ov93a>



Ending Extreme Poverty In Our Generation

By Kate Dooley



It sounds impossible. Unthinkable. A world free from extreme poverty. A world in which no child is born to die, no child goes to bed hungry, every child lives a life free from violence and abuse and has quality health care, nutrition and learns in school. This has long been Save the Children’s vision but could now be a shared global vision, and by 2030 perhaps, a reality.

On May 30, 2013, a special panel of world leaders handed in their recommendations to the United Nations (UN) Secretary General on the future of global sustainable development and they, too, believe this can be our reality.

Read more:

<http://tinyurl.com/oke55mm>

Can informal health entrepreneurs help increase access to health services in rural areas?

By Jorge Coarasa

In many poor countries, a large proportion of health services is provided by the private sector, including services to the poor. However, the private sector is highly fragmented and the quality of services varies widely. Private health markets consist of providers with very diverse levels of qualification, ranging from formally trained doctors with medical degrees to informal practitioners without any formal medical training. According to Jishnu Das, in rural Madhya Pradesh – one of the poorest states in India, households can access on average 7.5 private providers, 0.6 public providers and 3.04 public paramedical staff. Of those identified as doctors, 65% had no formal medical training and of every 100 visits to healthcare providers, eight were to the public sector and 70 to untrained private sector providers.

Read more:

<http://tinyurl.com/nwx4jx2>

No end to poverty without better governance



Without improving governance it will not be possible to lift the 1.2 billion people who still live on \$1.25 a day or less out of poverty and also ensure that economic growth benefits all citizens, says Sri Mulyani Indrawati, Managing Director of the World Bank

In April the World Bank governors endorsed two historic goals: to end extreme poverty by 2030 and to ensure that prosperity is shared. It will take a lot to end poverty: strong growth, more infrastructure investments, increased agricultural productivity, better business environments, jobs, good education, and quality health care. We have to do more of this in tough places, particularly those that are fragile and conflict-affected. But it also takes overcoming institutional weaknesses and zero tolerance for corruption. Without improving governance it will not be possible to lift the 1.2 billion people who still live of \$1.25 a day or less out of poverty and to ensure that economic growth will benefit all citizens.

Good governance and the role it plays in fighting poverty is complex. A finance

minister from a resource rich but otherwise poor country told me recently that the fuel subsidies in that country, designed to protect the most vulnerable from high prices, are ultimately “anti-poor” because the rich benefit most, they are wasteful and ineffective. And another official from a middle income country described achieving shared prosperity as tough because a growing middle class has high expectations and becomes disillusioned by corruption and lack of services, making them less willing to support the state.

The first issue is a spending problem and trying to fix it comes often with high political costs. Yemen, Nigeria, Jordan and my country, Indonesia, have all experienced riots over fuel subsidy reforms. While limited public finances should leave no room for waste, blanket subsidies do exactly that:

they squander spare resources, they are expensive and ineffective. One World Bank analysis notes that only an estimated 8 percent of the \$409 billion spent on fossil fuel subsidies throughout the developing world in 2010 went to the poorest 20 percent of the population. In seven African countries the richest 20 percent receive six times more in fuel subsidy benefits than the poorest because they consume more.

In some places fuel prices are kept so low, they promote a vibrant shadow economy. In one oil-producing country, for example, an estimated \$857 million is lost through fuel smuggling to higher priced markets – over \$300 for every inhabitant.

The second is a trust issue, most poignant with the emerging middle class. At some level this is good news because when people are better off, they demand better services and they grow less tolerant of corruption and bad governance. But if their government isn't delivering, they are less willing to pay taxes, invest or play by the rules.

Citizens with the means to do so use services outside the state system, reducing the pressure for improvements that could raise living standards for all. Some analysts have also seen a connection between lower trust in the state and patron-client relationships, in which favored groups are looked after and rewarded at the expense of the whole. It can breed a vicious cycle in which lack of trust and inclusion reinforce each other and undermine efforts to strengthen institutions and improve the quality of service delivery. In other words a state who does not deliver 'clean' services will choke its engine of growth – a strong middle class – and creates a major obstacle for achieving shared prosperity.

Yet there are examples that show that citizens


can improve governance. The "I paid a bribe" initiative which started in India is now active in a number of other developing countries. Users expose corruption with the aim to strengthen public accountability posting on a website that serves as a public shaming tool. They now can also report when they encounter an honest public servant.

At the World Bank, I am privileged to chair the Governance and Anticorruption Council – which tackles governance obstacles in the way of development goals. Many developing countries have turned to the Bank for advice and assistance in reforms. For example, in Mexico procurement costs accounted for 40 percent of the federal budget, around 10 percent of GDP. Lack of transparency also

caused corruption to flourish. With Bank support, the government implemented a set of innovations. Over three years bidding for contracts by small businesses went up by 36 percent and the government saved about US\$ 1 billion.

The Bank has also worked on similarly innovative programs to make extractive industries

more transparent or to use technology in India to improve the quality of maternal health care.

Yet more can be done. Our governance work concentrates on ensuring compliance and the financial probity of our projects. And as an institution we'll continue to increase our focus on delivery on the ground, whether to the poorest or the middle class, whether through targeted safety nets or governance reforms. Because without results for all citizens delivered effectively and 'clean' we won't be able to end extreme poverty nor promote shared prosperity. 

This article was originally published in the Thomson Reuters Foundation – TrustLaw on 16 May 2013

A state that does not deliver 'clean' services will choke its engine of growth – a strong middle class – and creates a major obstacle for achieving shared prosperity.

– Sri Mulyani Indrawati
Managing Director of the
World Bank

ICR Update

This is a short summary of the Implementation Completion Report (ICR) of a recently-closed World Bank project. The full text of the ICR is available on the Bank's website. To access this document, go to www.worldbank.org/reference/ and then opt for the Documents & Reports section.

Mumbai Urban Transport Project



Context

Big cities play an increasingly important role as magnets of economic growth in India. Their sustainable growth and expansion holds the key to the country's global competitiveness. This requires providing India's fast growing cities with much needed infrastructure which could involve large scale resettlement, especially of people living in informal settlements in slums.

In this context, the Mumbai Urban Transport Project (MUTP) experience offers some very critical lessons for urban restructuring and modernization in India.

Mumbai Urban Transport Project

Approval Date:	18 June 2002
Closing Date:	15 June 2011
Total Project Cost:	US\$M 1,128
Bank Financing:	US\$M 454
Implementing Agencies:	Mumbai Metropolitan Region Development Authority Mumbai Railway Vikas Corporation Ltd. Municipal Corporation of Greater Mumbai BrihanMumbai Electric Supply and Transport Company
Outcome:	Moderately Satisfactory
Risk to Development Outcome:	Moderate
Overall Bank Performance:	Satisfactory
Overall Borrower Performance:	Moderately Satisfactory

The MUTP was a major urban transport project involving significant resettlement & rehabilitation (R&R) in India with an aim to improve rail and road transport in the congested mega-city of Mumbai. Transport development in such a city is complex, continuous, and a long term process. The project was, therefore, designed as a first step to urgently improve physical infrastructure in rail and road transportation and strengthen institutional capacity. It is one among the largest urban resettlement projects implemented anywhere with World Bank assistance.

Project Development Objectives

The objective was to facilitate urban economic growth and improve quality of life by fostering the development of an efficient and sustainable urban transport system including effective institutions in Mumbai Metropolitan Region (MMR).

Key Components

- **Rail Transport:** Improve the capacity and performance of the suburban rail system through – increasing existing track capacity, Direct Current (DC) to Alternating Current (AC) conversion, improving signaling, electrical and telecommunication systems, procurement of new rolling stock and upgrading of existing rolling stock, and expanding network capacity. The component also supported studies, amongst other things, to improve the maintenance capabilities of Indian Railways for their railway tracks and rolling stock, and the railway safety and quality assurance systems.
- **Road-based Transport:** Support increases in the capacity, efficiency and safety



of the road network, better facilities for pedestrians, improvements to the operating efficiency and quality of bus services, and reductions in motor vehicle emission levels. It was also to strengthen the capacity of the responsible agencies to plan, deliver, maintain and operate efficiently road based urban transport infrastructure and services.

- **Resettlement & Rehabilitation (R&R):** Enable the government to undertake the timely implementation of the Resettlement Action Plan (RAP) and resettle those affected by investments under the rail and road based transport components and provide assistance to those displaced to improve their overall living standards.

Significant Changes

Requests for Inspection triggered by resettlement grievances – The Inspection Panel received four requests for inspection submitted on behalf of several hundred residents and shopkeepers in 2004. The requests questioned:

- adequacy of resettlement options and income restoration opportunities provided in the MUTP R&R Policy, especially for shopkeepers;



- suitability and quality of resettlement sites;
- poor housing and living conditions in the resettlement sites; and
- access to information, disclosure, consultation, and grievance redress process.

Panel Investigation – The Inspection Panel undertook an investigation and issued its findings in its December 2005 Investigation Report and found areas of noncompliance by the Bank with various aspects of its operational policies concerning environmental assessment, involuntary resettlement, investment lending-identification to Board presentation, economic evaluation, project supervision, project appraisal and the Bank policy on disclosure.

Management Report and Action Plan – Management in its response prepared an Action Plan to improve the quality and outcome of R&R implementation. The Action Plan focused on implementation issues, including the resettlement procedures for shopkeepers with medium-and large-size shops, restoration of incomes, post-resettlement services, baseline data, grievance redress mechanisms, and the quality of supervision. The Board endorsed Management's Action Plan, which was prepared in close consultation with the Government of Maharashtra, and agreed that an update report would be provided periodically on progress made in its implementation.

The Bank suspended disbursements in March 2006, in part due to concerns regarding equitable resettlement and rehabilitation of the Project Affected People (PAPs).

There was a paradigm shift in the approach to resettlement management. This involved several steps including substantial readjustments in policy procedures;



improvements in services provided to the PAPs during and after relocation; and changes in implementation management strategies. Some of the changes in policy procedures broadening resettlement options beyond the MUTP R&R Policy include:

- offering equal alternative built up area to resident shop owners and acquiring land through Memorandum of Understanding (MoU);
- approving resettlement of large shopkeepers and legal residents through private redevelopment schemes through negotiations between PAPs and developers;
- in situ resettlement.

Achievements

Over 19,000 households or shops were successfully resettled into new housing or shops.

In the rail component, the peak hour overcrowding was reduced from 5,400 to 4,016 but the target of 3,600 was not achieved because demand increased more than expected, in part due to the faster-than-project economic growth in India during the project period. Also the demand for rail service in Mumbai went up from 6.1 million to 7.2 million passengers per day between project start and closure. The target to increase the average peak hour frequency of the suburban trains was achieved thereby increasing availability.

In the road component the Jogeshwari Vikhroli Link Road provides a viable east-west connection which has improved the mobility of road users and public transport services. The reduction of journey times in the SCLR road link did not materialize because the works were not completed.

The Area Traffic Control (ATC) system coordinates traffic signal system in over 253 junctions. The junctions are monitored from two control centers – one at the Traffic Police Headquarters and the other at MCGM. Delays at equipped junctions have reduced significantly. Such computerized control centers are serving as huge security backup and providing useful inputs for accident cases. So far average time saved is 18 percent and time saved as regards delays is 19 percent. The ATC system was given “Best



Intelligent Transport System Project Award” by the Ministry of Urban Development.

Brihan Mumbai Electric Supply and Transport Company (BEST) replaced some 644 used or over-aged buses, which provided additional seats for users and improved their level-of-service. Acquired buses were newer EURO III compliant, single-deckers, and the pass-by noise levels reduced to 78dBA. Older buses were also upgraded to EURO II standards.

Lessons Learnt

- One of key reasons explaining the slow pace of MUTP implementation was the complex project design with ambitious implementation arrangements which involved multiple implementing agencies without effective coordination. Five project implementing agencies were involved in the implementation of the project – Mumbai Metropolitan Region Development Authority (MMRDA), Mumbai Railway Vikas Corporation Limited (MRVC), Municipal Corporation of Greater Mumbai (MCGM), Brihan Mumbai Electric Supply and Transport Company (BEST) and Maharashtra State Road Development Corporation (MSRDC) maybe without sufficient power vested in the coordinating agency, MMRDA, to ensure effective progress.
- MMRDA gradually evolved its mindset for resettlement from a bureaucratic to a more sustainable and consultative approach. It developed capacity for managing a large scale and complex resettlement process. The same was needed from other agencies such as MRVC and Indian Railways and reinforce their capacity to address difficult and sensitive challenges, such as the safety of trespassers and users, environmental management and financial sustainability.
- Mechanisms for strengthening transparency, accountability, and good governance should be planned upstream and integrated in the project design in order to enhance implementation quality and outcomes.
- A project of this nature should have included a user survey to be undertaken by an independent entity before the proposed investments were completed and after the entry in operation of some of the investments. This would allow gauging the impact of the project components on different segments of the population and start building up a philosophy that the users must be heard.
- Transition from an administrative “compensation” approach towards a “win-win” negotiated approach. The Government of Maharashtra adopted a set of alternative solutions for shopkeepers within the MUTP R&R Policy, but in many cases went beyond these alternatives. This approach included the introduction of entitlement and market based solutions. Provision of free-of-cost alternative housing with ownership title had a significant empowering effect on the resettled PAPs and supported their ability to access the formal sector.
- Streamlining of grievance redress through independent and recognized committees. This helped to quickly resolve entitlement-related complaints at the project level. The project authorities established a weekly complaint hearing systems, which helped to address a wide range of issues. 🌐

Recent Project Approvals



The Tamil Nadu and Puducherry Coastal Disaster Risk Reduction Project

The World Bank Board has approved a \$236 million credit aimed at increasing the resilience of coastal communities to a range of hazards by enhancing mitigation measures along coastal Tamil Nadu and Puducherry. This is expected to benefit some 150 coastal villages and over 17,000 families.

The Project will address the multiple challenges that these communities face as a result of their exposure to natural hazards with a focus on risk reduction and mitigation. Some of the poorest and most vulnerable communities in Tamil Nadu and Puducherry live in the zone up to 1,000 meters from the high tide line and its immediate vicinity. They would be the primary beneficiaries of the project.

The Project will build evacuation infrastructure including shelters, access roads and early warning systems. Disaster management curriculums for schools and training institutions will help benefit a large community of school children and trainees. In order to strengthen the livelihood of the people dependent on fishing, the Project will help upgrade its infrastructure, develop an approach for co-management of fisheries and address issues related to safety at sea.

The Project will also help build the capacity of government institutions, civil society organizations and vulnerable communities to deal with disaster risks. Community based disaster risk management approach will be used to empower communities and increase their resilience to natural hazards. 🌐



The Low Income Housing Finance Project

The World Bank Board has approved a \$100 million credit aimed at helping low income households in Indian cities access loans to purchase, build or upgrade their dwellings.

The Low Income Housing Finance Project will be implemented by the National Housing Bank (NHB). It will support financial inclusion by providing access to housing finance to low-income and informal sector households in urban areas and by strengthening the capacity of financial institutions that target these groups on a market basis. 🌐

Recent Project Signings

Bihar Panchayat Strengthening Project

The government of India and the World Bank has signed a \$84 million credit agreement to support the government of Bihar's efforts at strengthening local governance at the village level.

The Project will finance the state government's decentralization agenda and improve capacities of gram panchayats to plan and implement development schemes.



It will build panchayats' administrative, planning and financial management capacity; mobilize communities to increase people's knowledge of their rights and responsibilities in relation to Panchayati Raj Institutions (PRIs); raise awareness among local leaders and communities on the need for local action that can improve health and livelihood outcomes; and also facilitate their access to government program resources to finance the community's priorities. The project will also finance the building of some 300 Panchayat Sarkar Bhavans.

The credit agreement for the Bihar Panchayat Strengthening Project was signed by Nilaya Mitash, joint secretary, department of economic affairs, ministry of finance, on behalf of the government of India; K. B. N. Singh, project director cum CEO, Bihar Gram Swaraj Yojana Society on behalf of the project; Amitabh Verma, principal secretary, department of panchayati raj, government of Bihar; and Michael Haney, operations advisor, World Bank, India on behalf of World Bank. 🌐

Kerala State Transport Project II

The Government of India and the World Bank has signed a \$216 million loan for the Kerala State Transport Project II (KSTP II) to support the government of Kerala in improving the condition, traffic flow and safety of its road network.

The Project will build on the achievements of Kerala State Transport Project I (KSTP I), which helped the state upgrade 254 km of roads, and improve and maintain a further 1150 km of roads. Travel time on these roads has reduced by 20% and road user surveys show an increased level of satisfaction with the roads provided.

However, the state's economic development remains constrained by a network of 152,000 km that is three times as dense as the national average – and is characterized by poor quality and suboptimal alignment. Of the 4,340 km of state highways, around 70% is

still single laned, and 54% in poor condition. Road safety is also a major challenge on many of Kerala's roads and more than 4,000 people die in road accidents every year, with pedestrians and riders of two-wheelers being disproportionately affected.

The KSTP II Project has three key components – upgrading 363 km of strategically important state highways; strengthening road safety management systems; and improving the network's financial viability and capacity to deliver road infrastructure and services that are responsive to the needs of users.

The agreement for the Project was signed by Nilaya Mitash, joint secretary, Department of Economic Affairs, Ministry of Finance, on behalf of the government of India; T O Sooraj, secretary, Public Works Department on behalf of the government of Kerala; and Onno Ruhl, country director India, on behalf of the World Bank. 🌐

National AIDS Control Support Project

The government of India and the World Bank has signed a \$255 million credit agreement to support the National AIDS Control Support Project to help accelerate AIDS prevention programs by targeting vulnerable groups at high risk of infection.

This is the fourth of a series of credits aimed at supporting India's AIDS control program which seeks to continue its successful implementation to curb the spread of HIV by 2017. So far the World Bank has provided a total of \$525 million under the last three projects.

The new Project will support the government of India's National AIDS Control Program IV (NACP IV- 2012-2017) that focuses on prevention, behavior change communications and institutional strengthening.

The agreement for the National AIDS Control Support Project was signed by Nilaya Mitash, Joint Secretary, Department of Economic Affairs, Ministry of Finance, on behalf of the Government of India; Aradhana Johri, Additional Secretary, Department of AIDS Control, Ministry of Health and Family Welfare; and Onno Ruhl, Country Director, World Bank, India on behalf of the World Bank. 🌐



Events

World Bank Group Awards grants to 20 social enterprises

Bhopal • 1 May 2013

Twenty social enterprises were awarded grants totaling \$2 million by the India Development Marketplace (DM) funded by the World Bank Group (WBG). The grantees

received \$100,000 each to extend and scale up their innovative business models in the states of Madhya Pradesh, Chhattisgarh, and Jharkhand. A number of financial institutions, social entrepreneurs, investors, and government officials participated at the India DM event organized to showcase these development solutions to the problems of the most vulnerable people.



Through its India Development Marketplace initiative, the World Bank Group (World Bank and the International Finance Corporation) has identified scalable, replicable, and financially sustainable projects for support. The call for proposals was launched in January and received nearly 200 proposals from

organizations already operating in these three states, as well as from across the country. These organizations have developed business models to expand access to basic services such as livelihood and employment, education, women and child welfare, agriculture, energy, health care and financial services.

In order to accelerate the impact of these organizations, the WBG will provide capacity building support services over the next 18 months. They will undergo business mentoring, and receive technical assistance in such areas as business development, financial management and strategic planning. 🌐



Open Data Roadshow

Lucknow, Chennai, Pune and Delhi
9-17 May 2013

World Bank's open data initiative brings global economic and development data to the web for the world to use. The objective of the road show was to generate awareness about the World Bank's initiative in opening its data to all, help users to use

date with ease and in least possible time and use the same in their reports in various visualization formats. The Roadshow was organized in partnership with Jawaharlal Nehru University, New Delhi; Giri Institute of Development Studies, Lucknow; Institute of Financial Management and Research, Chennai; Gokhale Institute of Politics and Economics, Pune and several media houses in Delhi.

Academicians, faculty members, researchers, students, private sector, media, statisticians and other data users attended the workshop. The program consisted of hands-on training for faculty, researchers, CSOs, media and students. 🌐

South-South Learning Event

Resettlement, Rehabilitation and Benefit Sharing in Infrastructure Development
Hyderabad • 20-24 May 2013

The South Asia Social Development Unit (SASDS) and Social Development Vice Presidency (SDV) organized a series of South-South learning events focused on the management of land acquisition, resettlement and rehabilitation (MLARR) and benefit-sharing in infrastructure development. The Administrative Staff College of India (ASCI), who has established a regional MLARR Center, hosted these events.

The South-South learning events began with a two-day International Conference on MLARR and Benefit Sharing, followed by a two-day field visit to projects involving resettlement and livelihood restoration. A workshop was also held among the national MLARR centers from Latin American, Africa, East and South Asia to exchange experiences and brainstorm over future collaborations in the areas of MLARR. Delegates from 20 countries, representing government agencies responsible for infrastructure development, public and private developers, infrastructure operation management offices, academic research institutions, think tanks, consulting communities and international development partners from across the world, attended the conference. 🌐

This is a select listing of recent World Bank publications, working papers, operational documents and other information resources that are now available at the New Delhi Office Public Information Center. Policy Research Working Papers, Project Appraisal Documents, Project Information Documents and other reports can be downloaded in pdf format from 'Documents and Reports' at www.worldbank.org

Publications may be consulted and copies of unpriced items obtained from:

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South Asia Publications

Assessing the Investment Climate for Climate Investments: A Comparative Clean Energy Framework for South Asia in a Global Context



By World Bank
Available: On-line,
80 Pages
Published 2013
by World Bank
Report No: 73925
(Working paper)

With the long-term goal of promoting

and accelerating the implementation of climate mitigation technologies, this report aims to facilitate the development of a policy framework for promoting sustainable investment climates for climate-friendly investments in South Asia and elsewhere. A key aspect of the report is also a pilot initiative for the construction of Climate Investment Readiness Index (CIRI) for several countries. CIRI is a tool to systematically and objectively evaluate the enabling environment for supporting private sector investment in climate mitigation or low carbon technologies.

South Asia: Policy Research Working Papers

WPS6483

What does MFN trade mean for India and Pakistan? Can MFN be a Panacea?

By Ejaz Ghani, Prabir De and Selim Raihan

India and Pakistan, the two largest economies in South Asia, share a common border, culture and history. Despite the benefits of proximity, the two neighbors have barely traded with each other. In 2011, trade with Pakistan accounted for less than half a percent of India's total trade, whereas Pakistan's trade with India

was 5.4 percent of its total trade. However, the recent thaw in India-Pakistan trade relations could signal a change. Pakistan has agreed to grant most favored nation status to India. India has already granted most favored nation status to Pakistan. What will be the gains from trade for the two countries? Will they be inclusive? Is most favored nation status a panacea? Should the granting of most favored nation status be accompanied by improvements in trade facilitation, infrastructure, connectivity, and logistics to reap the true benefits of trade and to promote shared prosperity? This paper attempts to answer these questions. It examines alternative scenarios on the gains from trade and it finds that what makes most favored nation status work is the trade facilitation that surrounds it.

WPS6440

A “greenprint” for international cooperation on climate change

By Aaditya Mattoo and Arvind Subramanian

International negotiations on climate change have been dogged by mutual recriminations between rich and poor countries, constricted by the zero-sum arithmetic of a shrinking global carbon budget, and overtaken by shifts in economic power between industrialized and developing countries. To overcome these “narrative,” “adding-up,” and “new world” problems, respectively, this paper proposes a new Greenprint for cooperation. With a view to galvanizing a technology revolution, industrial countries would take early action to raise carbon prices. The dynamic emerging economies would in turn eliminate fossil fuel subsidies, commit to matching carbon price increases in the future, allow limited border taxes against their own exports, and strengthen protection of intellectual property for green technologies. This would directly and indirectly facilitate such a technological revolution.

India: Policy Research Working Papers

WPS6451

Non-farm diversification, poverty, economic mobility and income inequality: A case study in village India

By Nicholas Stern, Himanshu, Peter Lanjouw and Rinku Murgai

This paper assembles data at the all-India level and for the village of Palanpur, Uttar Pradesh, to document the growing importance, and influence, of the non-farm sector in the rural economy between the early 1980s and late 2000s. The suggestion from the combined National Sample Survey and Palanpur data is of a slow process of non-farm diversification, whose distributional incidence, on the margin, is increasingly pro-poor. The village-level analysis documents that the non-farm sector is not only increasing incomes and reducing poverty, but appears as well to be breaking down

long-standing barriers to mobility among the poorest segments of rural society. Efforts by the government of India to accelerate the process of diversification could thus yield significant returns in terms of declining poverty and increased income mobility. The evidence from Palanpur also shows, however, that at the village-level a significant increase in income inequality has accompanied diversification away from the farm. A growing literature argues that such a rise in inequality could affect the fabric of village society, the way in which village institutions function and evolve, and the scope for collective action at the village level. Failure to keep such inequalities in check could thus undermine the pro-poor impacts from the process of structural transformation currently underway in rural India.

WPS6454

The exceptional persistence of India’s unorganized sector

By Ejaz Ghani, Stephen D. O’Connell and William R. Kerr

The transformation of India’s unorganized sector is important to its modernization, growth, and attainment of regional economic equality. This paper documents several key facts about India’s unorganized sector in manufacturing and services. First, the unorganized sector is large, accounting for more than 99 percent of establishments and 80 percent of employment in manufacturing. Second, the unorganized sector is stubbornly persistent – it accounted for 81 percent of manufacturing employment in 1989 and 2005. Third, this persistence is not due to particular subsets of industries or states, as most industries and states show limited change in unorganized sector employment shares. Fourth, the degree to which localized unorganized activity exists is important as it is associated with weaker production functions for manufacturing firms. Building from these facts, the paper investigates conditions promoting transformation by state-industry.

WPS6412

Food prices, wages, and welfare in rural India

By Hanan G Jacoby

This paper considers the welfare and distributional consequences of higher relative food prices in rural India through the lens of a specific-factors, general equilibrium, trade model applied at the district level. The evidence shows that nominal wages for manual labor both within and outside agriculture respond elastically to increases in producer prices; that is, wages rose faster in rural districts growing more of those crops with large price run-ups over 2004-09. Accounting for such wage gains, the analysis finds that rural households across the income spectrum benefit from higher agricultural commodity prices. Indeed, rural wage adjustment appears to play a much greater role

in protecting the welfare of the poor than the Public Distribution System, India's giant food-rationing scheme. Moreover, policies, like agricultural export bans, which insulate producers (as well as consumers) from international price increases, are particularly harmful to the poor of rural India.

WPS6403

Diasporas and outsourcing: Evidence from oDesk and India

By Ejaz Ghani, William R. Kerr and Christopher Stanton

This paper examines the role of the Indian diaspora in the outsourcing of work to India. The data are taken from oDesk, the world's largest online platform for outsourced contracts. Despite oDesk minimizing many of the frictions that diaspora connections have traditionally overcome, diaspora connections still matter on oDesk, with ethnic Indians substantially more likely to choose a worker in India. This higher placement is the result of a greater likelihood of choosing India for the initial contract, due in large part to taste-based preferences, and substantial path dependence in location choices. The paper further examines wage and performance outcomes of outsourcing as a function of ethnic connections.

WPS6401

The financing and growth of firms in China and India: Evidence from capital markets

By Tatiana Didier and Sergio L. Schmukler

This paper studies the extent to which firms in China and India use capital markets to obtain financing and grow. Using a unique data set on domestic and international capital raising activity and firm performance, it finds that the expansion of financial market activity since the 1990s has been more limited than what the aggregate figures suggest. Relatively few firms raise capital. Even fewer firms capture the bulk of the financing. Moreover, firms that issue equity or bonds are different and behave differently from other publicly listed firms. Among other things, they are typically larger and grow faster. The differences between users and non-users exist before the capital raising activity, are associated with the probability of raising capital, and become more accentuated afterward.

WPS6399

Measuring the effect of a community-level program on women's empowerment outcomes: Evidence from India

By Kathy Baylis, Mary Arends-Kuenning and Eeshani Kandpal

This paper uses primary data from rural north India to show that participation in a community-level female empowerment program significantly increases

access to employment, physical mobility, and political participation. The program provides support groups, literacy camps, adult education classes, and vocational training for rural women in several states of India; the data are from Uttarakhand. The paper uses instrumental variables and truncation-corrected matching on primary data to disentangle the program's mechanisms, separately considering its effect on women who work, and those who do not work but whose reservation wage is increased by participation. The analysis also finds significant spillover effects on non-participants relative to women in untreated districts. It finds consistent estimates for average treatment and intent to treat effects.

Other Publications

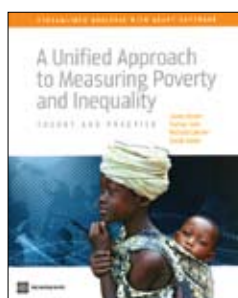
Fail-Safe Management: Five Rules to Avoid Project Failure



By Jody Zall Kusek, Marelize Goergens Prestidge and Billy C. Hamilton
Price: \$29.95
English; Paperback;
104 pages
Published May 14, 2013
by World Bank
ISBN: 978-0-8213-9896-8
SKU: 19896

The authors in this book clearly emphasize the need to look at failures in an integrated manner by building them into the planning and budget process while at the same time identifying monitoring points for early detection that will provide critical information for timely intervention. Failures are real, and we must plan to face them when they emerge.

A Unified Approach to Measuring Poverty and Inequality: Theory and Practice



By James Foster, Suman Seth, Michael Lokshin and Zurab Sajaia
Price: \$29.95
World Bank Training Series
English; Paperback;
322 pages
Published May 10, 2013
by World Bank
ISBN: 978-0-8213-8461-9
SKU: 18461

This book is an introduction to the theory and practice of measuring poverty and inequality, as well as a user's guide for analyzing income or consumption distribution for any standard household dataset using the World Bank's ADePT software. The approach taken here

considers income standards as building blocks for basic measurement, then uses them to construct inequality and poverty measures. This unified approach provides advantages in interpreting and contrasting the measures and in understanding the way measures vary over time and space.

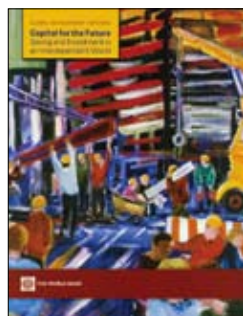
Development Evaluation in Times of Turbulence: Dealing with Crises That Endanger Our Future



Edited by Ray C. Rist
Price: \$35.00
English; Paperback;
270 pages
Published April 19, 2013
by World Bank
ISBN: 978-0-8213-9879-1
SKU: 19879

Nearly 350 development evaluators from 85 countries came together at the 2011 Global Assembly of the International Development Evaluation Association (IDEAS) in Amman, Jordan, to analyze the changes resulting from the recent economic turbulence and how these changes fundamentally affect development evaluation. The chapters in this volume have been developed from papers presented at the meeting.

Capital for the Future: Saving and Investment in an Interdependent World



By The World Bank
Price: \$35.00
Global Development Horizons
English; Paperback;
168 pages
Published May 16, 2013
by World Bank
ISBN: 978-0-8213-9635-3
SKU: 19635

The gradual acceleration of growth in developing countries is a defining feature of the past two decades. This acceleration came with major shifts in patterns of investment, saving, and capital flows. This second volume in the Global Development Horizons series analyzes these shifts and explores how they may evolve through 2030.

Measuring the Real Size of the World Economy: The Framework, Methodology, and Results of the International Comparison Program (ICP)

By World Bank
Price: \$55.00
English; Paperback; 693 pages

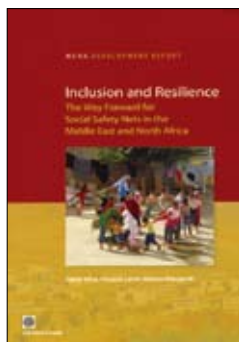


Published May 3, 2013
by World Bank
ISBN: 978-0-8213-9728-2
SKU: 19728

This book presents the theory and methods underlying the estimation of purchasing power parities (PPPs). PPPs reveal the relative sizes of economies by converting their gross domestic products and related measurements into a common currency, thereby enabling comparisons based on economic and statistical theory.

The ICP is now the largest and most complex statistical program in the world. In 2005 it included 100 countries and economies, working in parallel with the 46 countries in the Eurostat-Organization for Economic Co-operation and Development (OECD) PPP program.

Inclusion and Resilience: The Way Forward for Social Safety Nets in the Middle East and North Africa



By Joana Silva, Victoria Levin and Matteo Morgandi
Price: \$34.95
MENA Development Report
English; Paperback;
306 pages
Published May 2, 2013
by World Bank
ISBN: 978-0-8213-9771-8
SKU: 19771

The book seeks to enhance knowledge about the current state of existing social safety nets (SSNs) in the Middle East and North Africa, assessing their effectiveness by bringing together new evidence, data, and country-specific analysis and it proposes an open and informed debate on feasible policy options for making SSNs more effective and responsive to the population's needs.

In order to do this, the authors illustrate how the main goals for SSNs—promoting social inclusion, better livelihood, and resilience to shocks—have already been achieved in some parts of the region, notwithstanding huge challenges. They also identify the groups that regional SSNs should make a priority: children and people living in rural and lagging areas.

The study relies on newly collected data on citizens' preferences concerning redistribution and SSN design, discussing how political economy considerations could be taken into account in designing better SSNs, and proposing an agenda for reform, using global experiences and the new evidence presented in the book itself.

Growing Green: The Economic Benefits of Climate Action



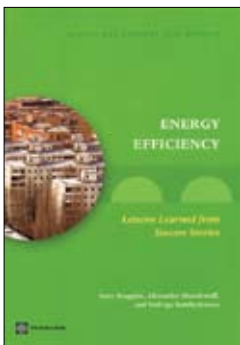
By Uwe Deichmann and Fan Zhang
Price: \$34.95
Europe and Central Asia Reports
English; Paperback;
454 pages
Published April 22, 2013
by World Bank
ISBN: 978-0-8213-9791-6
SKU: 19791

This book identifies the actions that governments in the region can take to reduce the carbon footprints of their economies. Many of these actions will more than pay for themselves, and quickly—especially when indirect benefits such as better health and increased competitiveness are considered.

To realize these benefits, policy makers need to move quickly on three sets of priorities: use energy much more efficiently; gradually move to cleaner energy sources; and increase carbon capture in soils and forests. These actions will require transformations in power generation, industrial production, mobility, city living, and farming and forestry. Policy makers are justifiably worried that climate action may jeopardize economic performance and strain the budgets of poorer families.

The book shows how well-designed growth and social policies can make climate action growth-enhancing while protecting the living standards of less well-off households.

Energy Efficiency: Lessons Learned from Success Stories



By Gary Stuggins, Alexander Sharabaroff and Yadviga Semikolenova
Price: \$22.00
Europe and Central Asia Reports
English; Paperback;
80 pages
Published January 15, 2013
by World Bank
ISBN: 978-0-8213-9803-6
SKU: 19803

This book looks at how countries make the transition from high to medium to low energy intensity. It explores whether or not leapfrogging is possible and what policies are particularly helpful.

Africa Development Indicators 2012-2013



By World Bank
Price: \$100.00
Africa Development Indicators
English; CD-ROM Single-user and Paperback Set;
208 pages
Published May 20, 2013
by World Bank
ISBN: 978-0-8213-9616-2
SKU: 19616

Africa Development Indicators 2012-13 is a collection of data on Africa. It contains macroeconomic, sectoral, and social indicators for 53 countries. The companion CD-ROM has additional data, with some 1,700 indicators covering 1961-2010.

The Little Data Book on Gender 2013



By World Bank
Price: \$15.00
English; Paperback;
246 pages
Published April 16, 2013
by World Bank
ISBN: 978-0-8213-9820-3
SKU: 19820

The Little Data Book on Gender 2013 is a quick reference for users interested in gender statistics.

It presents gender-disaggregated data for more than 200 countries in a straightforward, country-by-country reference on demography, education, health, labor force, political participation, and the Millennium Development Goals. Summary pages that cover regional and income group aggregates are also included.

The Little Data Book 2013



By World Bank
Price: \$15.00
English; Paperback; 248 pages
Published April 16, 2013
by World Bank
ISBN: 978-0-8213-9812-8
SKU: 19812

The Little Data Book 2013 is a pocket edition of World Development Indicators 2013.

It is intended as a quick reference for users of the World Development Indicators database, book, and mobile app. The database, which covers more than 1,200 indicators and spans more than 50 years.

The Little Data Book on Africa 2012-2013

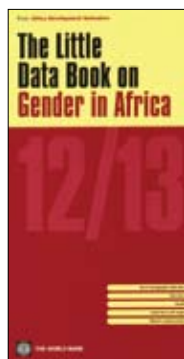


By World Bank
Price: \$15.00
Africa Development Indicators
English; Paperback; 136 pages
Published April 3, 2013
by World Bank
ISBN: 978-0-8213-9783-1
SKU: 19783

The Little Data Book on Africa 2012-2013 is a pocket edition of Africa Development Indicators 2012-2013. It contains some

115 key indicators on economics, human development, governance, and partnership and is intended as a quick reference for users of the Africa Development Indicators 2010 book and African Development Indicators Online. The country tables present the latest available data for World Bank member countries in Sub-Saharan Africa, covering about 1,700 indicators from 1961 to 2011.

The Little Data Book on Gender in Africa 2012/2013



By World Bank
Price: \$15.00
Africa Development Indicators
English; Paperback; 124 pages
Published April 3, 2013
by World Bank
ISBN: 978-0-8213-9785-5
SKU: 19785

The Little Data Book on Gender in Africa 2012-13 provides a summary collection of gender statistics on Africa available in

one volume. It contains 60 indicators, covering 53 African countries.

India Project Documents

Eastern Dedicated Freight Corridor - II

Date 13 June 2013
Project ID P131765
Report No PIDA921 (Project Information Document)

Sustainable Rural Livelihoods and Security through Innovations in Land and Ecosystem Management Project

Date 13 June 2013
Project ID P112060
Report No 78455 (Procurement Plan)

Second Karnataka State Highway Improvement Project

Date 29 May 2013
Project ID P107649
Report No 78077 (Procurement Plan)

CTF support for NMEEE - Super Efficient Equipment Program

Date 24 May 2013
Project ID P129794
Report No ISDSA2514 (Integrated Safeguards Data Sheet)

Kerala Local Government and Service Delivery Procurement plan for 2013

Date 03 June 2013
Project ID P102624

Report No 78167 (Procurement Plan)

Program to Establish Pilots for Access through Renewable Energy – (English)

Date 03 June 2013
Project ID P144678
Report No PIDC848 (Project Information Document)
ISDSC2697 (Integrated Safeguards Data Sheet)

Enhancing Teacher Effectiveness in Bihar

Date 16 May 2013
Project ID P132665
Report No ISDSC1386 (Integrated Safeguards Data Sheet)

Second Phase (A) of the Mumbai Urban Transport Project

Date 08 May 2013
Project ID P113028
Report No 77376 (Project Paper)

Second National Tuberculosis Control Program Project

Date 30 April 2013
Project ID P078539
Report No ICR2598 (Implementation Completion and Results Report)

Andhra Pradesh Municipal Development Project

Date 25 April 2013
Project ID P071250
Report No 77231(Procurement Plan)

Tamil Nadu and Puducherry Coastal Disaster Risk Reduction Project

Date 22 April 2013
Project ID P143382
Report No ISDSA3179 (Integrated Safeguards Data Sheet)
PIDA810 (Project Information Document)

Rajasthan Road Sector Modernization Project

Date 22 April 2013
Project ID P130164
Report No PIDC737 (Project Information Document – Concept Stage)
ISDSC1984 (Integrated Safeguards Data Sheet)

Low Income Housing Finance Project

Date 18 April 2013
Project ID P119039
Report No 76829 (Project Appraisal Document)

Second Kerala State Transport Project

Date 17 April 2013
Project ID P130339
Report No 75639 (Project Appraisal Document)
ISDSA3058 (Integrated Safeguards Data Sheet)

Integrated Child Development Services (ICDS) Systems Strengthening and Nutrition Improvement Program (ISSNIP) Project

Date 13 April 2013
Project ID P121731
Report No 76711(Project Paper – restructuring, 2 Vol)

Partial Risk Sharing Facility in Energy Efficiency

Date 10 April 2013
Project ID P128921
Report No PIDC370 (Project Information Document – Concept Stage)
PIDC597 (Project Information Document – Concept Stage)

Tamil Nadu Irrigated Agriculture Modernization and Water Resources Management Project

Date 30 May 2013
Project ID P090768
Report No 78122 (Procurement Plan)
78489 (Procurement Plan)
78490 (Procurement Plan)

Andhra Pradesh Road Sector Project

Date 01 April 2013
Project ID P096021
Report No 77695 (Procurement Plan)

Uttar Pradesh Health Systems Strengthening Project

Date 01 April 2013
Project ID P100304
Report No 78001(Procurement Plan)

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