Approach Paper
World Bank Group Support to Industrial Competitiveness and Its Implications for Jobs

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Introduction

1. Developing countries are generally characterized by low productivity, a narrow range of goods and services, and large gaps in productivity between traditional and modern economic activities. The process of development thus involves structural change, that is, moving workers and other factors of production from traditional, low-productivity activities to modern, high-productivity ones. As this shift takes place, overall productivity tends to rise and incomes expand, but the process presents a number of complexities and could lead to unintended negative outcomes.

2. The main vehicle for increased productivity is industrial upgrading, that is, the enhancement of firms' capabilities to offer better products and services, to produce existing products and services more efficiently, and/or to enter into new products and services (diversification).[1] The process of industrial upgrading occurs within firms and propagates in the economy to the industry and country level through the process of market competition. Industrial upgrading needs to pass a market test. This process of productivity enhancement generated by industrial upgrading aims at fostering competitiveness, which manifests itself as the ability of firms, industries, and countries to sell products and services and increase market share. Hence, policy makers around the world include competitiveness as one of the central objectives of their development strategies.

3. In line with this, the most recent World Bank Group strategy identifies competitiveness as one of its pillars. The focus on industry competitiveness is not new to the World Bank Group, which has had a long-standing involvement in these areas. Henceforth, this evaluation will assess the extent to which the World Bank Group's support is effective in promoting improvements in industry productivity and competitiveness. It will also look at the implications of this support for quantity and quality of jobs—an issue of central concern for policy makers.[2]

4. This evaluation directly fills a gap in that it addresses a topic that, although of growing importance to the World Bank Group and its clients, has not been comprehensively evaluated to date. Earlier evaluations by the Independent Evaluation Group (IEG) have looked at the effectiveness of World Bank Group interventions in enhancing productivity of specific sectors. None of them, though, has looked at the competitiveness at an industry level or assessed implications of these interventions on the quantity and quality of jobs (Box .1). The evaluation is

[1] "Industry" is used broadly to refer to all sectors of business activities including agriculture, manufacturing, and services.

[2] Two hundred million people who are unemployed and the many millions more of poor and vulnerable underemployed in low productivity informal sector jobs. In low-income countries, particularly fragile and conflict situations, the informal economy dominates most sectors and accounts for the bulk of new jobs, as much as 90 percent in Africa. The dual global challenge is how to create the millions of new jobs needed to absorb burgeoning working-age populations, mainly in Asia and Sub-Saharan Africa, and how to increase productivity of the informal sector workforce.

complementary to other work, such as evaluations on innovation, investment climate, small and medium-size enterprise (SME) support, as well as ongoing work on tertiary education, rural employment and urban development. The product is timely as new Global Practices and Cross-Cutting Solution Areas (CCSAs) assess how best to achieve their mandates and design results frameworks in light of the World Bank Group's twin goals as well as the strategic importance placed on improving competitiveness as a means to achieve shared prosperity.

Competitiveness and Its Determinants

5. The term "competitiveness" is intuitive but conceptually vague and open to multiple interpretations. The extensive literature on competitiveness presents different definitions and interpretations of this concept, at times overlapping. Some authors define competitiveness as (i) standard of living (for example, Singapore is "competitive" because of its high income per capita); others define it as (ii) attributes of economic growth (a sector is competitiveness because of high export, technology, productivity); and others define it as (iii) location-specific conditions (a country is competitive because of low wages, low unit labor cost, or favorable exchange rate).[3]

6. Competitiveness is associated with the ability to achieve higher market share (Krugman, 1986; Spencer and Brandner, 2008; Lall, 2001).[4] However, although increases in market share can indeed be a symptom of underlying advantages of a firm, industry, or location, they can also be achieved through distortive regulations, subsidies, or devaluations. Furthermore, what makes firms more productive and what makes people better off may not be the same, and may even conflict. That's why achieving competitiveness is not necessarily associated with sustainable improvements in living standards. In a similar vein, the competitiveness of a nation is different than that of a firm (Krugman, 1994). To reflect these considerations, the debate on drivers of competitiveness moved to the concept of productivity (Krugman 1986; Porter 1990; Aiginger 2006). This new conception is reflected in the Organisation for Economic Co-operation and Development's (OECD) definition of national competitiveness that associates it to the ability of a country to produce goods and services that meet the test of international competition while its citizens enjoy a standard of living that is both rising and sustainable (OECD 1992, p. 2).

7. However, increases in productivity, though important in their own right, are necessary but not sufficient conditions for improved competitiveness. Achieving higher market shares depends also on the level of productivity of competitors -- on the relative rather than the absolute level of productivity--elasticity of demand, and barriers to competition. In line with this, the World Bank Group, through its Competitive Sectors theme, now part of the Trade and Competitiveness (T&C) Global Practice, defines industry competitiveness as "the ability of firms to generate new investments and to increase market share in goods and services through improved productivity" (World Bank 2014, p. 3).

[3] Krugman 1994; World Economic Forum, et al, 2009; Hall and Jones 1999; Porter et al. 2008; European Commission 2010; Porter 1990; Miozzo and Walsh, 2006; Lewis 2004; Fagerberg et. al. 2007; De Broeck, et. al. 2012; European Central Bank 2008; Neary 2006.

[4] Market share incudes domestic and/or international sales share of a firm or industry. It covers export performance as well.

Box .1 Findings from Earlier IEG Evaluations on Productivity and Jobs

Agriculture: Evidence shows that the adoption of new farming technologies -- specifically related to production inputs (such as fertilizer) -- delivered positive results. However, results are mixed when income is the outcome of interest (IEG 2011). The evaluation presents the results of three Food and Agriculture Organization impact evaluations. They find a positive impact of crop technology on yields and (reducing) costs (Qaim and others 2006; Subramanian and Qaim 2009; Qaim and de Janvry 2003, 2005). The analysis shows that the role of private sector entities as primary or sole implementers was important in input technology projects and output promotion projects. According to IEG (2011), both government and the private sector played key roles. Lessons around achieving improvements in agricultural productivity include (i) establishing realistic goals for expansion of irrigation and recognizing the need to increase productivity of rain-fed agriculture[5] through improvements in land quality, as well as water and drought management; (ii) designing efficient mechanisms, including public-private partnerships, to provide farmers with critical inputs, including fertilizers, water, credit, and seeds; and (iii) supporting the development of marketing and transport infrastructure (IEG 2007).

Information and Communication Technologies (ICT): The ICT sector itself can be an engine of growth and is generally regarded as a source of innovation, with some of the highest growth in productivity over the years. Use of ICT can increase firm-level productivity through efficiency gains from access to information and reduction of transaction costs (Brynjolfsson and Hitt 2000b; Stiroh 2002; Brynjolfsson and others 2007). Its use can also increase the efficiency of government services and service delivery to the public (in health and education, for example). The production and use of ICT contribute to aggregate productivity (Jorgenson and Stiroh 2000; Jorgenson and Vu 2005). Total factor productivity increased from 21 percent of world economic growth between 1990 and 1995 to 29 percent between 1995 and 2003. The evaluation indicates that two important components of the ICT sector, equipment manufacturing and information technology enabled services (ITES), are highly concentrated regionally, and productivity gains generated are being captured largely by consumers in developed countries, not by developing-country producers (Best and Kenny 2009). Although the evaluation does not have a jobs analysis, it notes that it is likely that IFC's support to ICT had an impact on the poorer segments of society through creation of jobs.

Transport: Research in rural Bangladesh, China, India, and Indonesia shows that the greatest returns for agricultural productivity and poverty reduction often result from investments in roads. IFC supported the rehabilitation and expansion of the container terminal at the Port of Rio Grande. The project enhanced transport logistics for southern Brazil, resulting in increased exports, and created skilled and better-paid jobs. The private operator introduced new technology and know-how and achieved a 234 percent increase in productivity over a 5-year period, increasing container moves from 80,000 per annum to over 300,000 (IEG 2007).

Trade: The effectiveness of industrial policy measures are debated (Pack 2000). For example, it is generally agreed that export processing zones have been effective in Madagascar, Mauritius, and Mexico, but recent reviews have been negative of the impact of these zones, in general suggesting it is difficult to make them succeed. In addition, Agosin (2002) suggests that temporary subsidies were a powerful tool for stimulating the growth of non-traditional exports in Chile. Trade and poverty linkages were not addressed sufficiently in World Bank work. The evaluation finds that the competitiveness of many African countries decreased. The speed of import liberalization increased competitive pressures in countries that were unable to generate dynamic and sustained manufacturing growth. For countries where data are available, total factor productivity growth gains are apparent. ESW was weak in systematically incorporating or monitoring social outcomes such as poverty and employment.

Source: IEG.

8. Productivity is fostered by industrial upgrading, represented by the ability of firms to offer better products and services, to produce existing products and services more efficiently, and/or to enter into new products and services (diversification). In line with this, in this evaluation **IEG defines industry competitiveness as the ability to achieve higher market share through increased productivity led by industrial upgrading.** In this evaluation, industry competitiveness will be measured by firms' increased export and market share through enhanced productivity in targeted industries. Industrial upgrading (both in existing and new industries) is a way of improving productivity and competitiveness that is most compatible with improvement in living standards. There are other ways of improving competitiveness (such as

[5] Most productivity growth will need to come from rain-fed areas, where most production occurs. Because natural resources are scarce, promoting efficiency is critical to increasing productivity (IEG 2011).

through regulations, lowering the rewards for factors of production, subsidizing inputs or services, and so forth). These are beyond the scope of the evaluation.

9. Competitiveness and the factors influencing it can be looked at different levels of analysis. At the country level, the range of factors affecting productivity and competitiveness covers more or less the general environment for conducting business in a country. These elements are often captured in leading indices and combined into composite indicators (see Table 1 and Attachment 1). At the industry and company level, factors affecting competitiveness are specific to the particular industry and can be the subject of a distinct set of targeted policy interventions. For instance, when applied to industries, infrastructure refers to specialized infrastructure for the specific sector. The analysis will cover these aspects of competitiveness. Thus the T&C GP strategy on industry competitiveness identifies the following industry-specific basic elements fostering industry competitiveness: industry regulations, industry supporting institutions, access to finance, infrastructure, innovation and skills (World Bank 2014).

Table 1. Drivers of Productivity Enhancements in Three Country-Level Competitiveness Indices

	Global Competitiveness Index	Porter's Competitiveness Index	World Competitiveness Yearbook
Infrastructure	x	X	x
Macro-economy	x	X	
Institutions	x	X	
Basic health/education	x	X	x
Innovation technology	x	X	x
Skills and training	x	X	x
Finance	x	X	
Market endowment	x	X	x
Labor market regulations	x		
Trade and regulatory environment	x	X	
Firm level-support	x	X	

Source: IEG.

Implications of Industry Competitiveness on Jobs

10. One of the major debates in recent years has been about the effect of productivity and competitiveness on jobs. There is an immediate and intuitive connection between competitiveness and jobs – more productive and capable firms are better able to compete, gain market share, and grow, hence generating employment. More productive and capable workers can support this and in turn reap benefits from their productivity through higher wages and benefits. The interaction of productivity and jobs, however, is both conceptually and empirically more complex and is context and time dependent (Box 2).

11. Enhancing competitiveness through industrial upgrading can induce "dislocations" as resources shift within and between sectors. Dislocations can result in unemployment and destabilize certain firms, industries or whole regions. Adjustments take time and their short-term effects may be different from the medium to long-term effects. Adjustments are facilitated by

favorable macroeconomic conditions, flexibility of labor markets, a social safety net, and other factors.

Box 2. Findings from Systematic Reviews and Impact Evaluations on Productivity and Jobs

Export processing zones systematic review: Export processing zones (EPZs), also called free trade zones, are one of the most common instruments of industrial policy in developed and developing countries. The results from the systematic review of 59 studies conducted by Cirera et al. (2014) suggest mixed results in relation to the labor outcomes (employment, wages and labor conditions – specifically on freedom of association, health and safety and working hours). According to this paper, there is no convincing evidence on whether the employment created in the zones is additional, in contrast with some studies. There is weak support to the idea of feminization of the labor force in EPZs, although this is difficult to disentangle from the sector composition of EPZs, and weak support for a positive impact of EPZs in female labor participation. In most cases, EPZs pay higher wages and do not contribute to an increase in the gender wage gap. There is evidence of problems with unionization, which is legally discouraged in some cases. However, even where there are no legal restrictions to unionization, comparing terms of employment with firms outside the EPZ gives mixed results.

IFC Meta-evaluation on job creation: IFC jobs study indicates that increased productivity is essential for job growth, and this is particularly true in the agricultural sector in agricultural and transforming economies. Investments in innovation might result in gains in employment at the industry level even when there are losses at the company level, as in the manufacturing sector. In manufacturing, more rapid productivity growth led to lower employment in that specific sector but higher employment at the industry level The study references that in more competitive and open economies, innovative and productive businesses tend to exhibit more inclusive job growth.

Impact of export-driven growth in the textile and apparel sector on the poor: The results from Nicita et al. (2003) indicate that the sustained export-driven growth in Madagascar's textile and apparel sector led to a substantial increase in the income of poor households, with a consequent decrease in poverty. In a scenario simulating five years of expansion of the textile sector, the paper estimated that more than one million individuals will directly or indirectly receive some benefit. On average, household members in which one or more individuals is working in the textile sectors obtain an increase in purchasing power of about 24 percent or $14 per month. The results further found that benefits are unevenly distributed across male and female workers. Individuals in which a male household member is employed in the textile and apparel industry have their purchasing power increased by 36% or $24.5 per month, versus 22 percent or $12.2 per month in the case of a female worker.

Sources: Cirera and Lakshman 2014; Nicita and Razzaz 2003; IFC 2014.

12. Using a simple framework for looking at the relationships among productivity, competitiveness, and employment (see Box 3), the direct employment effect of industrial upgrading depends (negatively) on the magnitude of increase in productivity, (positively) on the rate of expansion of market size and (positively) on the increase in competitiveness (market share).

Box 3. A Simple Framework for Analyzing the Relationships among Productivity, Competitiveness, and Employment

From the identity LP*L=S*I, where LP is labor productivity, L is labor employed, S is market share, and I is Market size, we obtain l=i+s-lp, where: l= the growth in labor employment, i =market size growth, s = growth in market share, and lp= growth in labor productivity

The direct employment effect of industrial upgrading thus is negatively correlated to the magnitude of increase in labor productivity, positively correlated to the rate of expansion of market size and positively correlated to the increase in competitiveness (market share).

Source: IEG, adapted from Blanchard, Solow, and Wilson 1995.

13. With respect to industry growth and competitiveness, various combinations are possible with different implications for the demand for labor (Table 2). If growth rate in market size plus market share exceeds growth in productivity, then the productivity increase will translate into higher direct employment. In general, productivity increases will translate into higher employment at the respective level of analysis (firm, industry or country) if the rate of increase in output (market size + market share) exceeds the rate of increase in productivity. In turn, the rate of growth in market size depends on income and price elasticity of demand; the increase in competitiveness (market share), on the price of competing goods and services (and indirectly on the relative productivity of the firm, industry or country in question vis a vis competitors); and the increase in productivity, on the extent to which the process of industrial upgrading affects the labor intensity of production, that is, is labor saving, capital saving, or technologically neutral.

14. With respect to labor productivity, economic logic and market forces will tend to favor industrial upgrading of the kind that that takes into account the abundance of cheap labor and the relative scarcity of capital in developing countries. Thus industrial upgrading in these countries will tend to seek competitiveness in ways that build on their competitive advantage. This will be the case unless there are distortions in factor markets that bias industrial upgrading toward more capital intensive forms. For example, energy subsidies in Egypt have been found to affect the relative price of labor versus capital, thereby dis-incentivizing labor intensive activities and shifting the economy away from its areas of competitive advantage (World Bank 2015).

Table 2. Employment Changes Associated with Combinations of Growth in Market Size, Market Share and Productivity

Growth in market size (MZ)	Growth in market share (MH)	Growth in productivity (P)	Growth in labor demand
+	+	+	+ if MZ+MH>P
+	-	+	+ if MZ>(MH+P)
-	+	+	+ if MH>(MZ+P)
-	-	+	-

Source: IEG.

15. When competitiveness improves in the context of a rapidly expanding market (that is, both *market share* and *market size* are growing), the likelihood that employment will grow is the highest. An example of this is the case of manufacturing, an industry with relatively high demand elasticity, in China. With global manufacturing expanding, China's relative productivity growing, and its share of global manufacturing increasing, there has been a major growth of employment in the manufacturing sector of that country. Smaller Southeast Asian economies like Cambodia, Lao PDR, and Vietnam have experienced a somewhat different pattern—with rapid industry growth globally more than compensating for their stable or even slightly declining shares in global manufacturing, resulting in solid growth in manufacturing employment. Growth in labor-intensive manufacturing activities in these countries has been fast enough to absorb excess labor from agriculture.

16. An important case is the combination of improved competitiveness within a stagnant or slow growing sector. For instance, in industries like agriculture, with rapid labor-productivity augmenting technological change and inelastic price effects, both employment and the share of output are likely to decline over time. Many countries in Latin America and Africa have been experiencing a blocked structural transformation where productivity improvements in agriculture have pushed more and more people to seek work outside the sector, but the pattern of structural change in output meant that they could not find productive and decent work in other sectors. This is partly because the recent commodity boom reinforced the existing specialization in (mostly non-agricultural) primary commodities, instead of spurring the expansion of labor-intensive manufactures and services. Thus economic growth failed to translate into broad-based employment creation (UNCTAD 2010).

17. These examples illustrate that different combinations of competitiveness and output growth tend to coexist—within the firm in the case of a multiproduct firm, within a country among sectors and within a global industry among countries. It is also clear that for the implications of industrial upgrading and competitiveness on employment, the type of sector matters—labor intensive sectors, or sectors with high elasticity of demand including export-oriented sectors tend to be associated with better prospects for growth in employment. The examples also illustrate the importance of taking an economywide perspective to assess the implications of industrial upgrading and productivity on employment. When productivity growth is associated with output growth, forward and backward linkages will induce higher labor demand along the supply chain, depending on the extent to which these linkages exist in the local economy. When productivity growth is associated with output decline or an output growth that is lower than the increase in labor productivity, it is important that other sectors in the economy with higher productivity expand to absorb this excess labor. Otherwise, structural shifts may contribute to a lower level of productivity in the economy with negative implications for living standards.

18. Consistent with these conclusions, empirical research shows that the effect of productivity growth and competitiveness on employment depends on the level of sophistication (that is, complexity) of specific industries. At a lower level of industry sophistication, where the industrial sector is characterized by labor intensive industries, enhancing productivity appears to have a significant beneficial impact on manufacturing employment. This is the case for food and beverages, textiles, and wearing apparels (Figure 1). At higher levels of industry sophistication,

high-tech industries do not sustain labor employment along with the increase in productivity, although they show a positive effect on indirect job creation in related services.

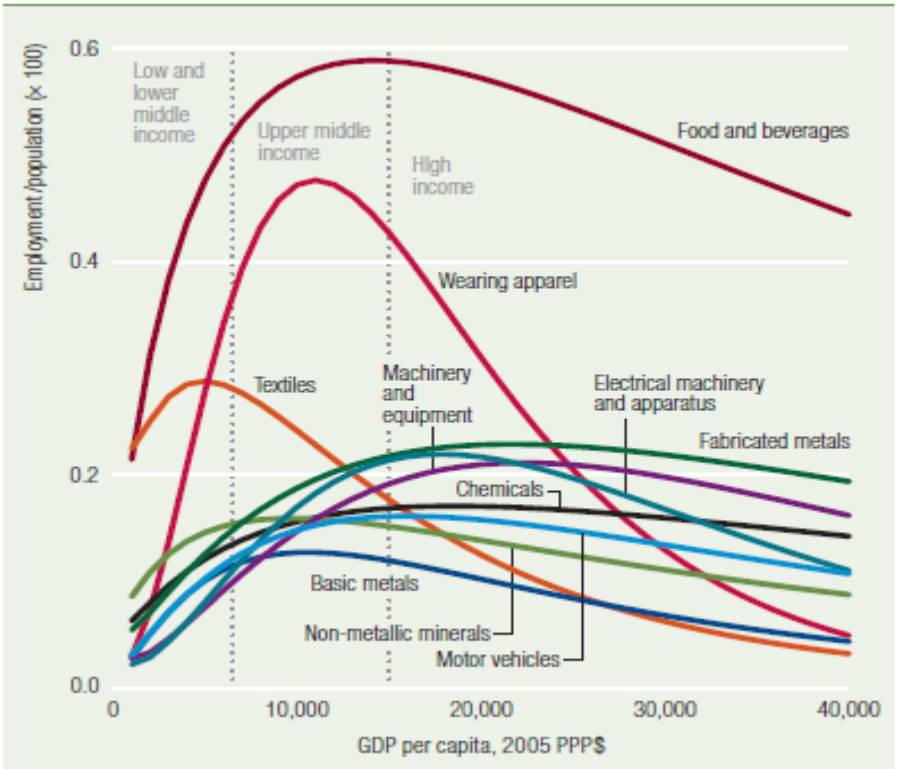
19. Additional evidence, although mixed, shows that the correlation between competitiveness and job creation depends also on the economy's stage of development and its labor market regulations (Moser et al. 2009) (Box 3). At low levels of income, industries with relatively high employment levels (such as textiles and apparel) increase employment as income grows. However, at high levels of income many manufacturing industries reduce employment with rising income (UNIDO 2013).Similarly, labor market regulations may preserve jobs among established firms in the presence of negative external shocks, jobs are destroyed later on, when the least efficient firms or those facing strong competition go out of business.

20. However, these historical patterns are likely to be affected by several factors operating in the global economy of today. One such factor is the development of global value chains that rearrange the distribution of production around the globe. Some have argued (Baldwin 2011) that global production chains facilitate industrial upgrading and diversification by reducing entry costs—developing countries need only contribute low-cost labor; all the technologically demanding, capital-intensive inputs can be produced elsewhere. But this would also mean that the impact of industrial upgrading on the local economy will be more limited: (i) technology adoption and spillovers remain under the control of the foreign multinationals that govern the supply chains; and (ii) the employment absorption of local industries remains limited to the slices of outsourced production that have been allocated to specific countries. Global value chains may facilitate entry into manufacturing for low-cost countries that are able to attract foreign investment, but they also reduce linkages with the rest of the economy and the potential for the development of local upstream suppliers. Although the development of global value chains does not significantly alter the approaches to industrial upgrading and diversification that worked in the past, they argue in favor of focus on segments of industries than on entire industries, and more on foreign investors than locals.

21. A second important source of uncertainty relates to changes that are happening within manufacturing industries. Technological changes are rendering manufacturing more capital and skill intensive, reducing the employment-elasticity of industrial upgrading and the capacity of manufacturing to absorb large volumes of unskilled labor from the countryside and from the informal sector. A potentially compensating trend is that some service industries such as food and clothing and retail services, may be acquiring manufacturing-like properties: adept at absorbing technologies from abroad, employing relatively unskilled workers, and establishing significant linkages with the domestic economy (hypermarkets are one example) (Rodrik, 2014, Behrman et al. 2015).

22. A third factor is the degree of international competition, which is much higher than in the past. Most African manufacturers today face strong competition from China and other Asian exporters, which makes it difficult for them to survive. The burdens placed on government policy to incubate and develop domestic manufacturing firms are correspondingly heavier.

Figure 1. Change in Employment by Income and Manufacturing Industry, 1963 -2007



Source: UNIDO 2013.

23. Finally, environmental concerns are playing a much larger role than they did in the past, making it more costly to develop traditional "dirty industries," such as steel, paper, and chemicals. To the extent that environmental concerns raise the technological requirements of running these industries, they will diminish the comparative advantage of developing countries. These considerations suggest that some structural changes in the global economy may make policies that have worked in the past less applicable for the present and the future.

WORLD BANK GROUP STRATEGIC FOCUS ON COMPETITIVENESS AND JOBS

24. The World Bank Group strategy states that shared prosperity "requires pursuing an agenda of physical and human capital accumulation, competitiveness, and innovation." Competitiveness is hence viewed as a pillar of shared prosperity. When measured by productivity enhancement, the literature on competitiveness shows that enhancing productivity can have beneficial effects on wages and hence on shared prosperity.

25. Countries devote substantial resources to policies and programs designed to encourage the growth of particular sectors or regions (including lagging regions) and the World Bank Group invests substantially in supporting this goal. Making good use of these resources, and understanding what works in what circumstances, is key to achieving the objective of sharing prosperity as well as to supporting most countries' economic development strategies.

26. Preliminary analysis suggests that the rationale for the World Bank Group support to industry competitiveness is twofold. First, demand driven reasons: World Bank Group client countries have been supporting this dimension of competitiveness for many years and have been asking for Bank Group support. Second, the competitive industry approach is seen as a new growth paradigm, and more and more countries are using an industry approach to correct market failures (Hausmann and Rodrik 2003, 2006) (Box 4).

Box 4. Type of Market and Government Failures Affecting Industrial Policy

Coordination failures: Many projects require simultaneous investments to be viable. Building, say, a successful processed food business requires significant investments both upstream (to ensure a steady, high-quality supply of raw materials that satisfy health and sanitary standards) and downstream (to ensure an efficient, timely transport and logistics network that links the operation to foreign markets). For a firm to generate profits, all parts of the chain need to be present and work well. If these investments are made by independent agents, there is little guarantee that each agent, acting in its own self-interest, would choose to invest, leading to a suboptimal outcome.

Unremunerated learning spillovers: Diversification implies establishment of economic activities that are new to a country. These undertakings are inherently risky. Any potential investor in a new line of economic activity has to consider the risks of failure. If he goes bankrupt, he bears the full cost. But if he succeeds, he sets a model for other entrepreneurs to follow. In other words, much of the gains from new industries are socialized, whereas the losses remain private. As the entrepreneur would have to privately bear the costs in case of failure, an economy might end up with a suboptimal number of pioneer entrepreneurs and fail to diversify.

Intra-industry externalities: The presence of localized, industry-level externalities leads to formation of industry clusters, which benefit from synergies such as knowledge spillover among firms, labor pooling, or input-output linkages. These synergies take time to establish and in the meantime the cluster may not be competitive thus justifying temporary government support.

Credit market imperfections: Financial markets do not always possess sufficient information to accurately assess the risks involved in the financing of new industry projects, and financial intermediaries may hence fail to grasp profitable opportunities.

Environmental externalities: Markets usually fail to adequately price the environmental effects of economic activity, and this can lead to economically viable but socially undesirable economic activity. The government has an important role to play in "levelling the playing field" for green industries, aligning private returns more closely with social returns.

Government failures: Governments suffer from information disadvantage in identifying viable new investment opportunities to support. The risks of regulatory capture have been widespread. Weak independence from private vested interests has often prevented governments from withdrawing support when support has turned out to be counterproductive. There is also risk that governments will implement interventions in a way that create additional distortions in the economy generating economic inefficiencies in the process. It is important to note, however, that these risks are not unique to industrial policy and are present in all—including well-established—areas of government policies.

Sources: Rodrik 2004; UNIDO 2013; German Development Institute 2014.

27. More broadly, competitiveness has long been a part of the private sector development (PSD) strategy at the World Bank Group. The World Bank PSD strategy (2002) describes private markets as the engine of productivity growth and the source of productive jobs and higher incomes. In the 1990s, the Bank made privatization a core part of its strategy as key to unleash

competitive markets[6] and support industrial upgrading. Liberalization was promoted to help foster competitive forces, open new markets for developing country products and services, and promote the transfer of know-how and technology to developing economies. The success of privatized industries such as manufacturing, agriculture or mining activities was understood to depend on whether real competition was allowed. Activities to support competitiveness included enhancing the regulatory environment; improving logistics and reducing transaction costs; strengthening interfirm linkages and public-private sector consultations; and supporting global integration through institutional and policy reforms for greater export orientation, corporate governance and foreign direct investment.

28. During the early 2000s the Bank's priorities emphasized reforms that improved the "business environment" in which the private sector operated. Later in the decade the focus shifted to "competitiveness" in addition to the core agenda of investment climate and competition (World Bank 2008). In particular, more developed countries in Latin America and the Caribbean, Europe and Central Asia, and South Africa were interested in projects that promote competitiveness by encouraging knowledge generation, technology transfer, and innovation. At the regional level, the Africa PSD strategy evolved around jobs and growth and included industry competitiveness. In East Asia and Pacific, enhancing competitiveness, human capital development, and building an environment conducive to innovation were key priorities. The Latin America and the Caribbean Region implemented development policy and investment loans to improve competitiveness and productivity. The support to competitiveness included product quality and standards, worker training, export and foreign direct investment promotion, innovation and technology centers, cluster development, and infrastructure and trade logistics.

29. In 2011, the Competitive Industries (CI) practice was created by the World Bank's Financial and Private Sector Development (FPD) Vice-Presidency as part of a new, pilot business model involving six global practices. The CI practice aimed to help clients countries identify and address the macro- and microeconomic barriers that were impeding the growth of industries with high economic and social benefits (World Bank 2011). Typically interventions included: growth poles, economic zones, global value chains, clusters, and competitive cities (Box 5). The industries included in the CI practice were: agribusiness, construction, ICT, manufacturing and tourism. The practice focused on quick and short- to medium-term interventions, and on areas with potential for job creation and growth. The World Bank's competitive industry's vision is to create 100 million jobs by supporting the enhancement of the industry competitiveness. (World Bank 2014) The Middle East and North Africa 2010-15 strategy aimed to enhance market reach and efficiency through promoting competition and industrial policies.

30. Among the World Bank Group recent sectoral strategies, agriculture and ICT have a strong focus on productivity, competitiveness, and jobs as part of their strategies. The 2013-15 Agriculture Action Plan emphasizes the importance of enhanced productivity of agricultural and

[6] "The vast majority of studies report postprivatization increases in profitability, efficiency, and returns to shareholders. The microeconomic studies show improved postprivatization performance in both industrialized and developing countries, and in most manufacturing, commercial, industrial and service sectors.…Note that it is not fully understood just why privatization produces, or is associated with, these improvements. …The problem is that privatization is almost never introduced as a stand-alone reform. It is usually part of a package of liberalizing policy changes that increase openness and competition at the same time that private ownership is introduced" (Nellis 2007, pp. 3-29).

non-farm rural sectors and creation of more and better rural jobs, while the ICT sector recognizes the role of technology diffusion in increasing productivity and accelerating economic growth.

Box 5. Typical Interventions of the Competitive Sector Theme in the Trade and Competitiveness Practice

Growth Poles and Corridors: These are spatially targeted actions to unlock the growth potential of several industries based around an exogenous asset, through provision of common goods. They are concentrated in a single area, or integrated along a corridor.

Competitive Cities: The CI work on Competitive Cities encompasses the investigation, creation and implementation of policies and investments at an urban level to create more competitive local urban economies based on a city's "economic vocation."[a]

Economic Zones: Zones' are spaces of exceptional policy regime and public goods provision, designed to facilitate growth by building a business and infrastructure platform 'from scratch'. In particular, they often pilot regulatory reforms, or special provision of hard or soft infrastructure.

Global Value Chains & Linkages: These are investments (for example, in SMEs) to raise the local economy's share of an industry's upward and downward supply chain and to facilitate local industry moving up the value chain.

a. The former urban network also had a "competitive cities" in its strategy: "Competitive cities and urbanization and growth: helping cities attract investment and jobs by improving land markets, connectivity and regulation at the sub-national level, create an enabling environment for business, and better leverage land and real estate assets."

Source: http://www.worldbank.org/en/results/2013/04/14/urban-development-results-profile

31. The International Finance Corporation (IFC) recognizes the importance of industry competitiveness for broad-based growth, expanding economic activity and job creation, and increased market access. IFC supports industrial upgrading through investments and advisory services that help companies upgrade their technologies, improve efficiency, and introduce new products, etc. often by supporting foreign direct investment. During the 2000s, IFC intended to enhance support to companies to make their investments sustainable and competitive (IEG 2003). Increasingly IFC sees its performance standards as a tool for industrial upgrading and source for increased competitiveness of the companies it supports (IFC Road Map 2015-2017, pp. 22-24). Recently, IFC made jobs a key link between its investment in support of competitiveness and growth and the twin goals of the World Bank Group. Over the last several years, IFC collected employment numbers from its clients as part of its reach indicators. In addition, in 2013 IFC conducted a jobs study that assessed private sector contributions to jobs.[7] Following the publication of the Jobs Study in 2013. With other major development institutions IFC initiated the "Let's Work" program—which is now part of the Jobs CCSA—and hosted "to work with countries, private sector companies, and development practitioners to support private

[7] The study focuses on practical lessons and seeks to find out what types of activities are most likely to have the greatest impact on job creation, and how these activities affect different societal groups.

sector-led job growth by focusing on removing the main constraints to job creation and strengthening value chains."[8]

32. IFC regional strategies identify competitiveness, including industry competitiveness, as a more direct objective than the corporate strategies do. In particular, Europe and Central Asia, Latin America and the Caribbean, and South Asia strategies identify increased productivity and competitiveness as a key for private sector growth. In particular, in Europe and Central Asia IFC focuses on agribusiness supply chains, resource efficiency, and competitive manufacturing. In South Asia, specifically in Bangladesh, IFC aims to strengthen competitiveness and sustainability of the ready-made garment industry.

33. IFC's industry strategies also focus on jobs. More specifically, manufacturing projects aim to support countries through value-added jobs, and ICT seeks to lower costs, enable access to the underserved, enhance local productivity and open up new business areas to small businesses (IFC Road Map 2013).

34. Although not explicitly articulated in its convention, the Multilateral Investment Guarantee Agency (MIGA) projects supports competitiveness by promoting foreign direct investment and technology transfer to developing countries with a potentially positive impact on firm And industry competitiveness. In terms of jobs, MIGA collects a common set of indicators from clients, including direct employment.

Purpose, Objectives, and Audience

35. In this evaluation IEG will assess the extent to which the World Bank Group has achieved its goal of helping client countries enhance the competitiveness of specific industries, and its implications for the quantity and quality of jobs, within the constraints of available data. Activities that fall within the broad definition of competitiveness could potentially include almost all those supported by the World Bank Group. To ensure that the evaluation has a manageable scope, the report will focus only on those activities that support industry competitiveness.

36. The Bank Group has supported industrial competitiveness for many years. Besides T&C, in the World Bank Group there are different Global Practices and departments that focus on industry competitiveness such as manufacturing and agribusiness at IFC and ICT and agriculture in the World Bank Group. Yet IEG has thus far not assessed their relevance and effectiveness. It is important to better understand the contribution to shared prosperity through projects aimed to enhance competitiveness and their relationship to jobs creation – both to provide accountability in an area where many claims are made on the beneficial impact of such interventions and to provide learning about the most effective way forward.

37. The evaluation will therefore contribute to Objective 1 of IEG's Results Framework-- "What Works—Deepening evidence about the results of World Bank Group program and activities – and their effectiveness for accelerating growth, inclusiveness, and sustainability – to contribute to the World Bank Group's interim target of 9 percent poverty and progress on shared

8 http://www.letswork.org/

prosperity by 2020." In particular, it will deepen evaluative evidence on how World Bank Group programs and activities in this area lead to growth and inclusion. It will generate relevant knowledge for both the T&C Global Practice and the Jobs CCSA, as well as supporting elements of the IFC Road Map and MIGA's Strategy. The evaluation will emphasize both accountability and learning and will shed light on ways to approach the link between World Bank Group interventions and jobs.

38. The Committee on Development Effectiveness and the Board of Directors are interested in understanding both the potential and limitations of competitiveness strategies in increasing employment and shared prosperity, and how the new T&C Global Practice and the Jobs CCSA can add value to industry competitiveness, diversification and growth strategies. IEG expects industry departments in IFC and MIGA, regional Vice Presidencies, and the T&C Global Practice and Jobs CCSA to take keen interest in the lessons learned from this evaluation. In addition, external stakeholders including policy makers, donors, international organizations and civil society would be interested in this study. In particular, relevant stakeholders include the International Labour Organization (including IFC staff and Advisory Committee on "Better Work" initiative), OECD, International Trade Union Confederation and Global Union Federations, International Institute of Labour Studies, World Economic Forum Business for Social Responsibility, and Let's Work initiative multidonors (Box 6 and Attachment 2).

39. As indicated above, the evaluation will address both learning and accountability aspects. The learning aspect of the study will focus on drawing lessons from factors associated with successful and unsuccessful interventions. More specifically, the focus of the evaluation will be on (i) the World Bank Group framework to support industry competitiveness, (ii) approaches to promote industry competitiveness, (iii) the link between industry competitiveness and job generation and job quality, and (iv) the effectiveness of institutional arrangements in delivering industry competitiveness support to client countries. With respect to accountability, the study will attempt to determine the relevance, the extent to and conditions under which the World Bank Group's projects on industry competitiveness have achieved their stated objectives, as well as their efficiency.

Box 6. External Stakeholders and Initiatives Focused on Labor Issues

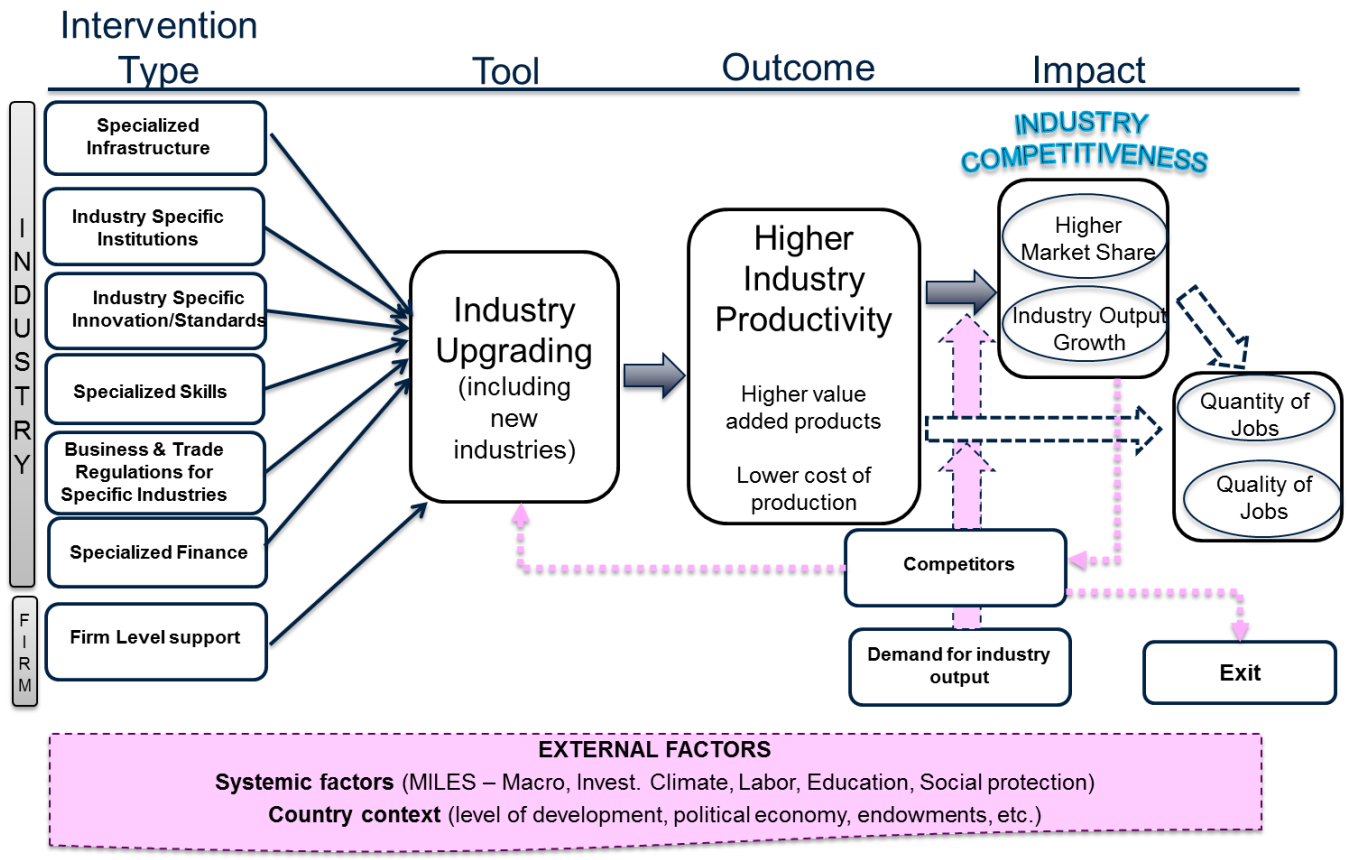
Name	Description
Intergovernmental organizations	
International Labour Organisation (ILO)	Global UN agency responsible for labour standards and work-related issues.
OECD	Organization of 34 advanced countries that aims to develop policies aimed at global beneficial social and economic change. Established 1961. Paris HQ. Consults with business, labor, and civil society organizations.
IFC and ILO Better Work staff and Advisory committee	Joint IFC and ILO program partnership established 2007 that improves competitiveness and labor standards in global apparel supply chains in Cambodia, Vietnam, Lesotho, Nicaragua, Haiti, Bangladesh, Jordan, and Indonesia. Geneva HQ. The Advisory Committee has impressive and globally recognized leaders from diverse stakeholders.
Unions	
International Trade Union Confederation and Global Union Federations.	Peak labor union confederation. Brussels HQ. Represents 175 million members. There Global Union Federations are industry-based global union organizations.
Employers	
International Chamber of Commerce and World Chambers Federation	The ICC is also known as the "World Business Organisation." Formed 1919. Paris HQ. Aims to promote international commerce through rule-making on cross-border commerce. A global forum for chambers of commerce. Members in 140 countries.
International Brand Organizations	
Business for Social Responsibility	Global network of more than 250 companies committed to corporate social responsibility and sustainability. Has eight regional offices in Asia, Europe, and North America. Develops sustainable business strategies and solutions through consulting, research, and cross-sector collaboration. San Francisco HQ.
Researchers	
International Institute of Labour Studies (IILS)	Academic research arm of the ILO with intensive and extensive analyses on labour issues, globally, regionally and by country and sector. Produces World of Work reports each year on topical themes. Geneva HQ.
Economic Fora	
World Economic Forum	Highest level private-public discussion forum held each January at Davos, Switzerland. Theme for 2015 is “the new global context” of complexity, fragility and uncertainty. Two major papers on employment now available on website. Regional meetings also held.

Source: IEG.

Evaluation Design: Conceptual Framework

41. The conceptual framework for this evaluation builds on two core elements: first, the literature on industrial upgrading, productivity, and competitiveness. And, second, on the draft T&C GP strategy for industry competitiveness. On the basis of these, the set of interventions contributing to industry competitiveness in the logical framework of this evaluation is presented in Figure 2.

Figure 2. Industry Competitiveness Framework and Logical Framework of the Evaluation



Source: IEG.

42. The World Bank Group supports industry competitiveness through analytic activities, investment operations, guarantees, knowledge generation and sharing (economic and sector work and research) and advisory work. World Bank Group interventions are at the firm, industry, or systemic level. In this evaluation, the World Bank activities reviewed are at the industry level, whereas IFC's investment and advisory activities and MIGA's guarantees focus on the firm level. This evaluation will utilize six basic intervention areas identified as contributing to industry competitiveness: (i) specialized infrastructure, (ii) industry-specific institutions, (iii) industry-specific innovation, (iv) specialized skills, (v) industry-specific regulatory environment,

and (vi) specialized finance (Figure 2).[9] In addition, since IFC and MIGA focus on firm-level productivity, the logical framework includes firm-level support as another area of intervention. In line with the literature, IEG recognizes that industry competitiveness depends also on external factors --both systemic and country specific-- such as macrostability, education, labor regulation, and health, but their related types of interventions will not be included in the evaluation to keep the scope of analysis manageable. Country case studies will attempt to sensibly differentiate the contribution of interventions in the six focal areas from the effects of other relevant but not focal interventions. All these intervention types lead to industry upgrading which is source of higher industry productivity. The higher productivity outcome (relative to competitors) leads to market share growth, which is the manifestation of industry competitiveness. Finally, enhanced industry competitiveness might have a positive and/or negative impact on quantity and quality of jobs, depending on whether the growth rates in market share and overall industry output exceed the increase in productivity.

43. Given the potential differences in how inputs relate to outcomes and impacts in countries of different levels of sophistication, the IEG team will examine the ways in which employment effects of competitiveness interventions differ by country and industry characteristics, including such variables as levels of human capital and economic sophistication. The evaluation will not assume that relationship between competitiveness and job creation is unidirectional. The team recognizes data and methodological limitations in determining productivity and employment effects of interventions as a key challenge in this evaluation.

Evaluation Questions and Scope

44. In this evaluation IEG will assess the relevance and effectiveness of the World Bank Group support to industrial competitiveness and its implications on jobs. The main question of this evaluation is, "Has the World Bank Group industry specific support been effective in enhancing industry competitiveness, and what has been the implications of this support on the quantity and quality of jobs?"

45. IEG will answer this question by examining the relevance, effectiveness, and efficiency in delivering industry competitiveness support.

46. **Relevance:** Are the industry specific interventions offered by the World Bank Group in support of industry competitiveness appropriate to address the client countries' needs?

- How does the World Bank Group approach its support to industrial competitiveness and jobs?
    - How do World Bank Group strategies and/or interventions link industrial competitiveness and jobs?
    - Do World Bank Group strategies and/or interventions recognize the potential tension between industrial competitiveness and jobs?

[9] Access to finance is excluded because it has been extensively covered in other reports.

  - Do World Bank Group strategies and approaches take into account the implications of technological developments, globalizations (that is, global value chains), the degree of international competitions and other global economic factors on industrial competitiveness?

- To what extent does the World Bank Group support to industrial competitiveness respond to client countries' needs and priorities including with respect to jobs?

  - Is the World Bank Group support to industrial competitiveness consistent with the country's strategic priorities?

  - To what extent does the World Bank Group support to industrial competitiveness aim at creating better and more jobs?

- Are the diagnostics and analytical tools utilized by the World Bank Group pertinent to clients' need on enhancing industry competitiveness?

- Is the World Bank Group supporting the industries with the highest growth and job creation potential in client countries? Is the World Bank Group taking an economy-wide perspective in industrial upgrading and productivity enhancement and its implications on employment?

47. **Effectiveness:** Has the World Bank Group support to industry upgrading been successful in achieving enhanced competitiveness, and generating more and better jobs?

- To what extent are the World Bank Group industry specific interventions aiming at fostering industry competitiveness were effective in achieving their objectives?

- What are the implications of the World Bank Group industry specific interventions aiming at fostering industry competitiveness on quantity and quality of jobs?

- Which factors contributed to success or failure of World Bank Group interventions aiming at fostering industrial competitiveness?

- To what extent has the World Bank Group taken into account the interaction of systemic factors (that is, macroeconomy, skills, business environment) with industry specific interventions?

48. **Efficiency in delivery:** Have the World Bank Group institutional arrangements been appropriate to achieve relevance and effectiveness in the area of industry competitiveness?

- To what extent have the World Bank Group institutions leveraged synergies through coordination and sequencing?

- Does the current World Bank Group structure facilitate coordination and sequencing?

49. IEG will define the scope of the portfolio on the basis of two combined criteria: first, the presence of productivity enhancing objectives, and second, the focus on one or more industries. Hence projects included in this evaluation are those that support productivity in one or more industries covered in the evaluation. Projects that simply expand the activities of an industry without any productivity enhancement objectives (simply doing more of the same) are not included in the scope. Similarly, projects that do not focus on one or more industries will not be included in the evaluation even though they are enhancing productivity (for example, a project that fosters technological enhancement to all SMEs). As a result, the evaluation will cover any World Bank Group projects that have competitiveness (as part of the project development objectives or part of the Country Partnership Strategy) and are supporting a specific industry.

50. The World Bank Competitive Sectors, IFC and MIGA industry classifications includes the industries presented in the Table 3.

Table 3 Industry Classification in World Bank Group Institutions

IFC	World Bank-Trade and Competitiveness	MIGA
Manufacturing	Manufacturing	Manufacturing
Agribusiness & Forestry	Agribusiness	Agribusiness
Chemicals & Fertilizers		
Construction	Construction	
Health & Education		
Tourism, Retail, Property	Tourism	Tourism
Power, energy efficiency		Power
Transport		Transportation
Water and Municipal		Water, Solid Waste Management
Oil, Gas and Mining	Mining	Oil, Gas and Mining
Telecommunication (ICT)	ICT	Telecommunications
Financial Markets		Banking/Capital markets/Leasing

Sources: World Bank 2014; IFC and MIGA (Operational Data Classifications)

51. In this evaluation IEG will focus on four industries: agribusiness, manufacturing, tourism, and ICT. The choice is dictated by four main reasons:

- First, because they are representative of industries at different level of sophistication—hence with different potential for productivity growth-- and different stages of economic development (**Figure 3**)

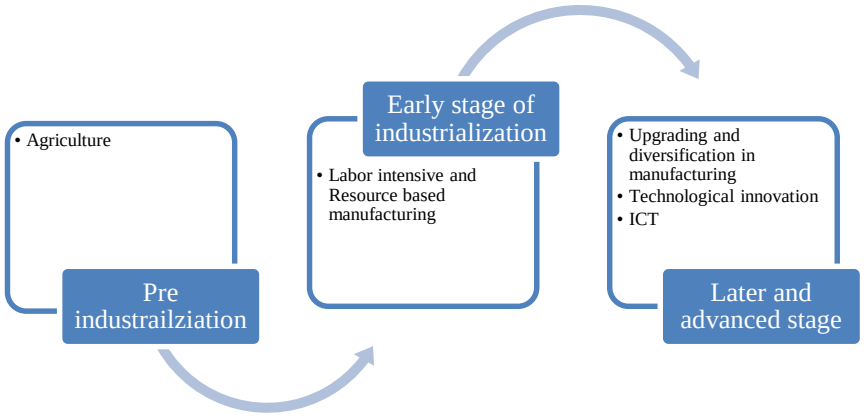
- Second, because these industries are the main focus of the World Bank Group support to industry competitiveness

- Third, because these industries include both goods and services and are tradable

- Finally, because IEG has conducted or is conducting a number of evaluation on financial markets (targeted support to SMEs, financial inclusions, energy efficiency, finance, trade finance, capital markets) this evaluation will exclude the financial sector itself.

The selected portfolio represents an estimated 52 percent of the whole portfolio identified in the next section.

Figure 3. Industry Focus at Different Stages of Economic Development



Source: Based on UNIDO 2013.

52. The evaluation will cover World Bank Group industry competitiveness interventions spanning the FY04-14 period. It will cover World Bank lending and analytic and advisory activities (AAA); IFC investment and advisory operations; and MIGA guarantees. For analyzing design, trends, and characteristics of the World Bank Group portfolio, IEG will focus on the projects that have been approved, committed or issued during the FY08-14 period. To assess results and identify factors of performance, the evaluation will cover projects approved, committed, and issued during the FY04-14 period to have enough relevant evaluative evidence. AAA project will be analyzed within the context of the country case studies.

53. In line with the draft strategic roadmap of the T&C Global Practice, the evaluation will cover additional topics such as spatial competitiveness (more specifically special economic zones, growth poles, regional corridors, clusters), but only if designed specifically for one (or more) industries, gender dimension of job creation, especially the male/female pattern of employment in different industries. Other factors affecting productivity of industries are important and will be taken into account as part of external factors.

54. IEG will also assess World Bank Group interventions for their contribution to jobs. In doing so, if job creation is part of the objective of the projects then the evaluation will assess them in terms of accountability. Otherwise, the jobs will be part of the learning aspect of the evaluation.

EVALUATION DESIGN

55. The evaluation will combine quantitative and qualitative methods. Different sources and methods will be used for this evaluation, including (i) a literature review on competitiveness and jobs through productivity enhancement; (ii) a portfolio review of World Bank, IFC, and MIGA projects and interventions in the area of industry competitiveness; (iii) a review of policy and

strategy documents at the country, sectoral, and corporate levels; (iv) 10–12 industry-focused country case studies; (v) interviews with World Bank Group staff and management; (vii) opinions and insights from World Bank Group clients and stakeholders; and (viii) relevant external and internal data on competitiveness and jobs, such as competitiveness indicators, household and firm level data, and cross country macrodata.

56. For strategic relevance and analysis, the team will review sector, practice, and corporate strategies and World Bank Group country assistance strategies and country assistance completion reviews, and meet relevant internal and external stakeholders. For trends, design features, and project characteristics, the IEG team will rely on the World Bank project objectives and components, project abstracts, and project appraisal documents; IFC board approval documents; and MIGA documents. For achievements of the results and drivers of performance, the team will use the World Bank implementation completion reports and review, Project Performance Assessment Reviews for the World Bank portfolio; IFC Expanded Project Supervision Reports, Project Completion Reports, Evnotes and Development Outcome Tracking System (DOTS) data for the IFC portfolio; and project approval and evaluation summaries and Project Evaluation Reports for MIGA.

57. In addition, IEG will use World Bank Group databases, as well as external databases related to competitiveness and jobs, such as those of the OECD, the World Economic Forum (WEF), UNIDO, and other comparable dataset on sectoral productivity performance and employment. In assessing competitiveness, indicators used will include project outcome indicators and external data such as industry market share from COMTRADE, individual firm-level data on sales, productivity, and employment, net effect of changes in markets share on industry employment from different sources (see Attachment 3). In assessing implications for jobs, the evaluation will use the framework presented in Table 2 and the analysis will limit itself to the industrial sectors covered in the evaluation.

58. The analysis will include a portfolio analysis to identify the characteristics, objectives, and activities supported by the World Bank Group in the area of industry competitiveness. These data will be integrated into a comprehensive database used to assess the relevance, effectiveness, and complementarity of interventions. IEG will analyze the achievement of results on the basis of data from the World Bank Group's own M&E systems as well as with external data, with the understanding that these have not been subject to an independent IEG validation. More specifically, for strategic relevance and analysis, the team will review sector, practice, and corporate strategies, the World Bank Group country assistance strategies and country assistance completion reviews, and will also meet with relevant internal and external stakeholders. For trends, design features, and project characteristics, the evaluation team will rely on the World Bank project objectives and components, project abstracts and project appraisal documents; IFC board approval documents; and MIGA documents. For achievements of the results and drivers of performance, the team will use the World Bank implementation completion reports and review, PPARs for the World Bank part; IFC XPSRs, PCRs, Evnotes and DOTS data for IFC part; and project approval and evaluation summaries for MIGA. Quasi-experimental and non-experimental methods will be used to determine the effectiveness of interventions, depending on data availability.

59. This report will include 10–12 industry-focused country case studies with interventions aimed at fostering industry competitiveness and jobs. These case studies will be purposively selected and will have four main objectives: (i) illustrate the World Bank Group experience in clients countries where there have been high frequency of (for example, Bangladesh) or prolonged engagement through industry competitiveness interventions (for example, Tunisia); (ii) be exploratory in nature and answer "how" and "why" interventions were or were not successful in achieving enhanced competitiveness and job creation in the context of different industry and country conditions, including the combinations of industry growth and competitiveness presented in Table 2 and associated country development patterns discussed in the section "Implications of Industrial Competitiveness on Jobs"; (iii) help identify patterns with respect to the success and failure of the interventions and their drivers; and (iv) reflect the different initial conditions in countries with regard to industrial development, as reflected in the UNIDO stages (Figure 3) or WEF GCI classifications. Recognizing the importance of country context, case selection will intentionally facilitate examination of differences in the pattern of relationship between interventions and employment.

60. All selected countries will include a desk review; for a subset of three to six countries IEG will conduct a country visit. Desk reviews will be based on available portfolio data, project records, microevaluation evidence, and external data and information. These case studies will aim at better understanding the role of internal and external factors – including systemic factors - contributing to the success or failure of World Bank Group interventions as well as complementarities, sequencing, and synergies of interventions. Further case studies will help draw lessons beyond the statistical analysis of the portfolio. Country case studies will include an assessment of non-lending support. Case study findings will be integrated into the portfolio analysis and their selection will be based on their additional contribution to the portfolio analysis. The selection of cases will take into account the level of economic development, the level of sophistication of the industry, the implications of industrial upgrading on productivity and employment (as presented in Table 2) and to the extent possible, geographic representation and complementarity of interventions.

World Bank Group Preliminary Portfolio

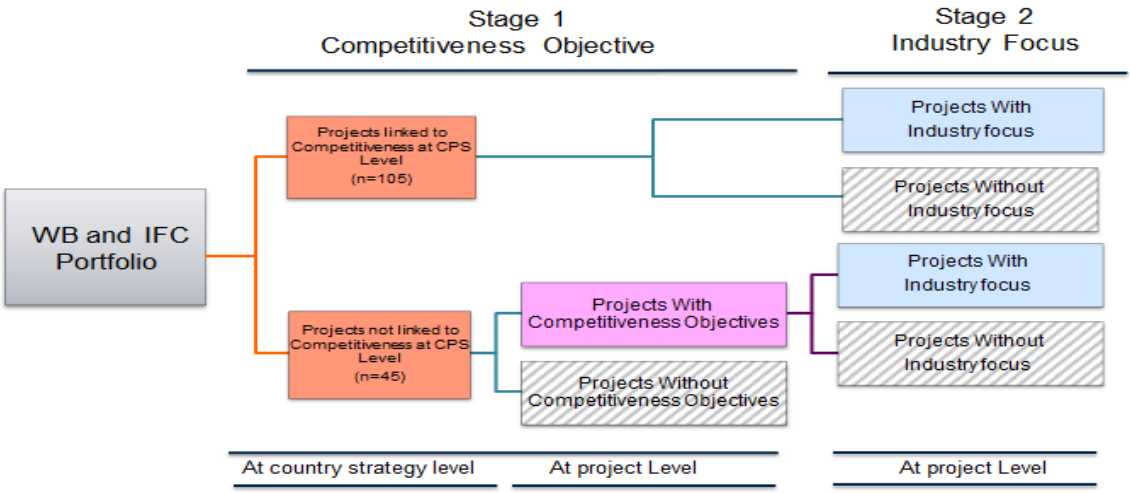
61. The literature review, analytical framework, and discussions with relevant World Bank Group staff helped define the scope of the World Bank Group portfolio. The steps followed in identifying the relevant portfolio are presented in Figure 4. The list of relevant projects will be shared with the World Bank Group management when finalized.

62. Because competitiveness can be viewed as a high-level strategic objective, it is not necessarily identified as a specific objective in each lending or advisory project document. Consequently, IEG has adopted a two-stage approach to identify projects to include in the scope of this evaluation. The first stage looked at the competitiveness focus and the second stage at the industry focus of projects. In the first stage, IEG looked at country strategies to determine if they included competitiveness as a development objective. If so, all projects part of this strategic objective were included in the second stage of the portfolio selection, irrespective of whether the project documents themselves would report "competitiveness" as an objective. If not, for those projects that were not strategically identified as being part of a competitiveness objective, IEG reviewed the project documents to determine if these projects had as objectives to enhance

competitiveness or productivity. In these cases, they were then included in the second stage (in which we looked at the industry focus).

63. In the second stage, all project documents that passes the screening in the first stage were reviewed to determine if they had an industry focus (either one industry or more than one). Separately, spatial projects such as special economic zones, growth poles, and clusters are identified through a word search in project documents and abstracts and included in the portfolio. These projects are included in the portfolio only if they focus on one (or more) specific industries. This methodology was applied to World Bank and IFC projects.[10] For MIGA, all projects were included in the portfolio, since MIGA's projects aim at attracting FDI and consequently enhance the competitiveness of firms in client countries. When finalized, the portfolio will be shared with the World Bank Group.

Figure 4 . Schematic representation of portfolio selection methodology.



Source: IEG, Note: Blue boxes are those included/counted in the relevant portfolio for this evaluation

64. Using this selection methodology, industry competitiveness projects account for 26 percent of all World Bank Group projects. In a preliminary portfolio review, IEG identified 1,559 industry competitiveness projects committed between FY08 and FY14. There were 521 World Bank lending projects with a commitment value of nearly $280 billion. IFC committed around $60 billion through 850 projects. MIGA provided guarantees to 188 industry projects with a $15 billion value (gross exposure). Table 4 presents the distribution of the preliminary portfolio and Figure 5 its distribution by regions,

[10] Although IFC supports firm-level productivity, the analysis will include specific intervention types that these projects contribute to industry competitiveness.

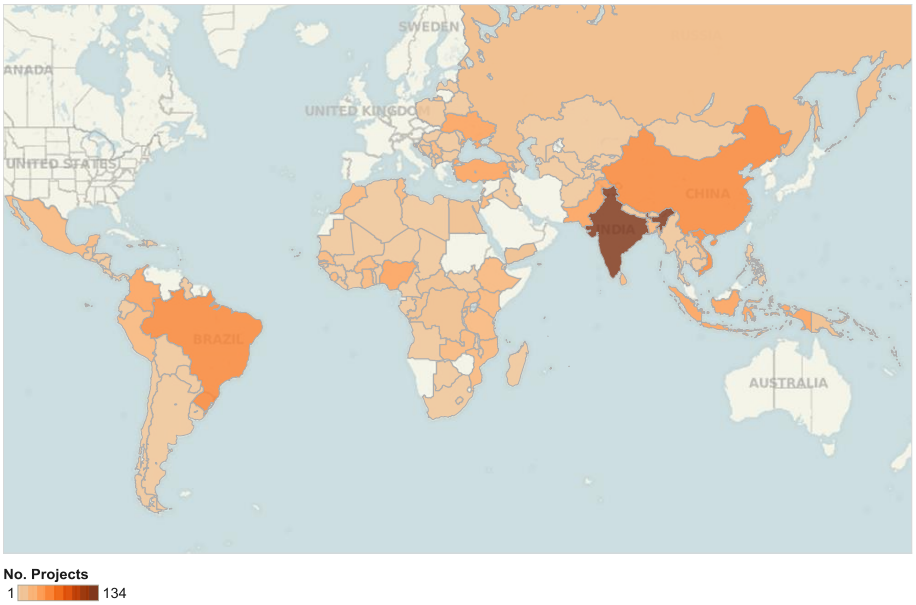
65. Figure **6** its distribution by fiscal years, and Figure 7 its distribution by regions.

Table 4. Competitiveness Projects Approved FY08-14

	All projects	% Competitiveness projects	World Bank Group amount ($ millions)	Competitiveness amounts (%)
IFC AS	1,392	31	1,637	29
IFC IS	2,160	20	58,466	18
MIGA	188	100	15,096	100
WB Lend	2,309	23	277,455	23
Grand Total	**6,049**	**26**	**352,653**	**26**

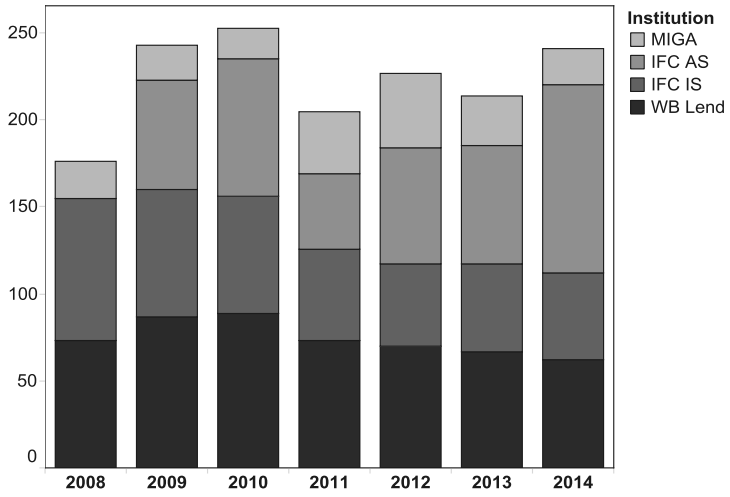
Sources: World Bank and IEG Databases

Figure 5. World Bank Group Preliminary Portfolio Geographic Distribution



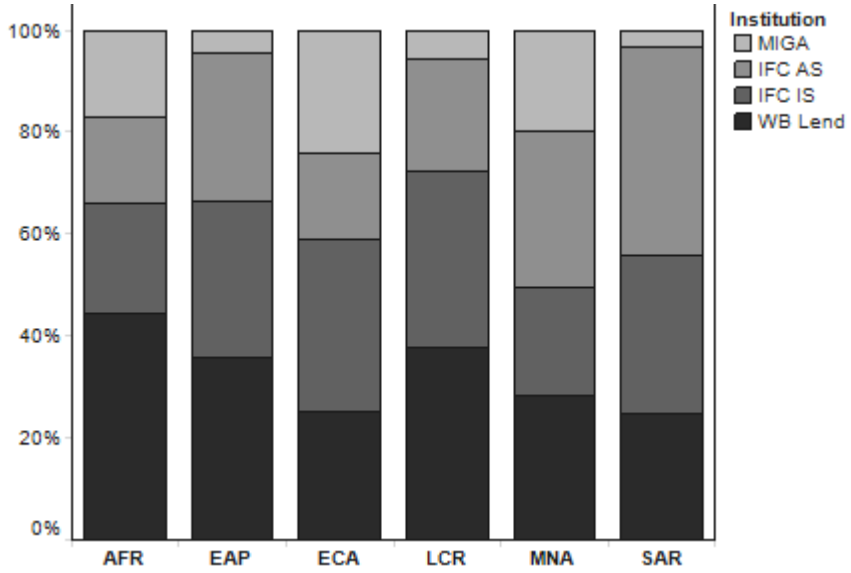
Source: IEG

Figure 6. Competitiveness Projects by Fiscal Year



Sources: World Bank and IEG Databases

Figure 7. Competitiveness Projects by Region



Sources: World Bank and IEG Databases

66. To be able to assess effectiveness of the World Bank Group support, IEG will extend the portfolio review back to FY04. IEG will review around 600 project evaluations. Table 5 provides an overview of the World Bank Group evaluated portfolio. Table 6 and Table 7 present the preliminary distribution of interventions across industries. Agriculture and financial market interventions were the most common interventions supporting industry competitiveness both in

the World Bank and IFC. These were followed by tourism, ICT, and extractives industry interventions in the World Bank and manufacturing and transport industries in IFC investment operations.

Table 5 Evaluated Material - Industry Competitiveness Projects Approved FY04-14

	All projects	Competitiveness projects	% Competitiveness projects	World Bank Group amount ($ millions)	Competitiveness amounts (%)
IFC AS	300	73	24	229	26
IFC IS	429	76	18	10,800	21
MIGA	46	46	100	4,634	100
WB Lend	871	193	22	105,044	29
Grand Total	**1,646**	**388**	**24**	**120,706**	**31**

Sources: World Bank and IEG databases.
Note: All figures are preliminary. World Bank AAA are not included. AAA will be reviewed as part of country case studies. 1,646 projects refers to the total World Bank Group projects were approved and evaluated during FY04-14, not the amount of projects that will be reviewed in this evaluation.

Table 6. World Bank Group Lending-- Competitiveness Components by Industry and Type of Intervention, 2008-14

Intervention type	Agri-bus-iness	Bank-ing & Fin-ance	Tour-ism	ICT	Extrac -tives	Ener-gy	Manu fact-uring	Const ruct-ion	Retail	Other servi-ces	Chemi -cals	Total
Innovation/Standards	159	24	23	15	2	15	14	5	6	2	0	265
Institutions	98	57	18	22	34	14	3	3	0	0	1	250
Business/Trade regulations	104	50	15	28	23	12	12	22	1	4	0	271
Infrastructure	94	3	17	5	4	2	3	0	2	0	0	130
Skills	14	1	13	15	7	4	8	8	0	1	3	74
Firm-level support	70	106	10	38	15	33	56	7	5	0	27	367
Total	**539**	**241**	**96**	**123**	**85**	**80**	**96**	**45**	**14**	**7**	**31**	**1357**

Source: IEG calculations.
Note: Finance as an intervention type is not included in this table, because it is embedded in each of the other intervention types. Nevertheless, the evaluation will disaggregate all intervention types specifically aiming at addressing financial constraints.

Table 7. IFC Advisory Services— Competitiveness Projects by Industry and Type of Intervention, 2008-14

Intervention type	Banking & finance	Agri-business	Manuf-acturing	Tourism	Const-ruction	Extract-ives	ICT	Retail	Chemi-cals	Total
Innovation/Standards	188	50	12	4	5	3	6	1	1	**270**
Business/Trade regulations	57	45	11	10	8	8	2	3	0	**144**
Institutions	69	11	0	3	2	3	0	0	0	**88**
Skills	7	11	4	2	0	0	4	1	0	**29**

Infrastructure	7	9	0	1	0	0	0	0	0	**17**
Total	**328**	**126**	**27**	**20**	**15**	**14**	**12**	**5**	**1**	**548**

Source: IEG.

67. As explained above, although the World Bank Group supported a variety of industries, the evaluation will focus on four industries: Agriculture/Agribusiness, manufacturing, tourism and ICT (Table 8).

Table 8. Number of Projects in the Selected Industries

World Bank Group	Agriculture	Manufacturing	Tourism	ICT
WB Lending	261	27	62	51
IFC Investment	70	56	10	38
IFC Advisory	126	27	20	12
MIGA	19	28	5	8
Total (# of projects)	**476**	**138**	**97**	**109**

Sources: World Bank and IEG databases.

Quality Assurance Process

68. The approach paper will be reviewed to ensure that the evaluation covers relevant issues, the scope of the evaluation is adequate, and the methodology is appropriate. Three peer reviewers have been identified for this evaluation: Kathleen Beegle, Program Leader and co-leader of the World Development Report on Jobs; Jennifer Blanke, Chief Economist of the World Economic Forum (WEF) and former Director of the Global Competitiveness Report; and Alan Gelb, Senior Fellow at the Center for Global Development and former Chief Economist of the Africa Region.

Expected Outputs and Dissemination

69. The primary output of the evaluation will be a report to the World Bank Group Board of Directors, in particular to the Board's Committee on Development Effectiveness. In addition to the World Bank Group Boards of Directors, primary audiences of this evaluation are the Bank Group management and staff as well as the broader development community.

70. The evaluation will be published and disseminated both internally and externally. IEG will develop presentations, quick notes, blogs, videos, and other products as appropriate for other audiences, including client countries, donors, and nongovernmental organizations (NGOs). During the evaluation preparation, the team will solicit feedback and comments from stakeholders, in particular World Bank Group management and practitioners in industries and government agencies in client countries to improve the evaluation's accuracy and relevance. Social media will be used to reach out to the broader development community. During field missions IEG will meet diverse sets of stakeholders, including government counterparts, IFC and MIGA clients, World Bank Group staff, donors, beneficiaries and other stakeholders such as the International Labour Organization (ILO), the OECD, International Trade Union Confederation, Global Union Federations, International Institute of Labor Studies, World Economic Forum, and Business for Social Responsibility.

71. To maximize the value and use of findings and recommendations to strengthen development outcomes, IEG will implement an outreach plan during the evaluation and after the completion of the evaluation. IEG will launch the report both in Washington, DC, and abroad. The events will target key stakeholders, including staff at headquarters and country offices, other multilateral development banks and donors, government authorities, civil society organizations, and counterpart officials. Possible dissemination events are: ILO meetings, WEF regional conferences, UN Dept. of Economic and Social Affairs annual conference, Global Council of Unions Secretaries meetings, Business for Social Responsibility annual meeting, Better Work Advisory meeting, Annual conference for the regulating of decent work network, and G20 labor ministers meeting. (See Attachment 2.)

Resources

72. **Timeline and budget.** The evaluation will be submitted to CODE by Q4 of FY16. The budget for the study is estimated at $1.1 million, an amount consistent with other major IEG sector studies of similar complexity.

73. **Team and Skills Mix.** The skills mix required to complete this evaluation include (i) evaluation experience and knowledge of IEG methods and practices; (ii) familiarity with the policies procedures and operations of World Bank Group institutions; (iii) knowledge of World Bank Group and external information sources, particularly for private sector development, productivity, competitiveness, and jobs; and (iv) practical, policy and analytical expertise in competitiveness, particularly industrial competitiveness, and job creation. The evaluation will be prepared by a team led by Giuseppe Iarossi (Task Team Leader, IEGPE), and will consist of Izlem Yenice (Evaluation Officer, IEGPE), Melvin Vaz (Evaluation Officer, IEGPE), Elena Bardasi (Senior Evaluation Officer, IEGPS), Pia Helene Schneider (Lead Evaluation Officer, IEGPS), Ryotaro Hayashi (Evaluation Officer, IEGPS), Jacqueline Andreu (Evaluation Analyst, IEGPE), Rebecca Riso (Consultant), Francesco Bolognesi (Consultant), Raul Roman (Consultant), Mari Roquiz (Consultant), Giovanni Tanzillo (Consultant), Zelin Li (Consultant), Arianna Ranuschio (Consultant), and other specialists identified in the course of the work. The evaluation will benefit from inputs by Monika Weber-Fahr (Senior Manager, IEGCS).The report will be prepared under the direction of Andrew Stone, Head, Macro-Evaluations, IEGPE; Stoyan Tenev, Manager, IEGPE; and Marvin Taylor-Dormond, Director, IEGPE.

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Attachment 1

Measuring National Competitiveness

The **Global Competitiveness Index** (GCI) defines competitiveness as the set of institution, policies, and factors that determine the level of productivity of an economy. (World Economic Forum 2013) First launched in 1979 covering only 16 countries, today it includes rankings for over 130 countries. The CGI uses a wide set of quantitative measures comparable across countries from publicly available datasets and from a proprietary survey of business executives. All these indicators are grouped in 12 pillars: institutions, infrastructure, macroeconomic environment, health and primary education, higher education and training, goods market efficiency, labor market efficiency, financial market development, technological readiness, market size, business sophistication, and innovation. The model assumes that the process of economic development evolves in 3 sequential stages: factor-driven (economies compete in prices, taking advantage of cheap factors), efficiency-driven (economies adopt efficient production practices to increase productivity), and innovation-driven (economies produce innovative products using sophisticated production methods). Each country is assigned one stage of development based on GDP per capita and the share of mineral exports out of total exports. The individual quantitative measures are combined in a weighted index, where the weights are estimated in a regression model linking stage of development and income level.

The **International Institute for Management Development** adopts a definition of competitiveness that goes beyond productivity and includes political, cultural and social dimensions of the environment in which enterprises operate. Since 1989 it has measured competitiveness through an index published in the annual World Competitiveness Yearbook. The index measures national competitiveness and combines quantitative and survey data of more than 300 variables divided in 5 groups (factors) and 20 sub-groups (subfactors). The five factors are economic performance, government efficiency, business efficiency, and infrastructure. The subfactors include domestic economy, international trade, international investment, employment, prices, public finance, fiscal policy, institutional framework, business legislation, societal framework, productivity, labor market, finance, management practices, attitudes and values, basic infrastructure, technological infrastructure, scientific infrastructure, health and environment, education. Each subgroup is assigned an equal weight in the construction of the overall index. The index covers 59 countries.

A more recent index, defined here as **Porter's Competitiveness Index**, was first presented in the World Economic Forum's Global Competitiveness Report 2008-2009 (Porter et. al. 2008). This approach classifies countries in stages of development based on the level of manufacturing exports per capita and patents per capita. It also captures countries endowments that have a direct impact on prosperity but not on productivity by controlling for natural resources, land area, and market size. According to Porter, the availability of resources and skills; the information that shapes the opportunities that companies perceive and the directions in which they deploy their resources and skills; the goals of the owners, managers, and individuals in companies; and most important, the pressures on companies to invest and innovate are the main ingredients of competitive advantage of nations (Porter 1990).The data used come from publicly available sources and firm level surveys. The variables are grouped into two broad categories: micro and macro. Each category then includes two subcategories, Company Operations and Strategy, National Business Environment, Social Infrastructure and Political Institutions, and Macroeconomic Policies. Each sub-group includes a set of sub-sub-groups (17 in total). Finally, the groups are aggregated into a composite indicators using principal component applied in multiple stages of aggregation.

Attachment 2

Events of Potential Interest for Dissemination

Event	Participants	Date	Location
ILO Governing Body	ILO Governing Body members from Governments, Employers and Union.	12 - 26 March 2015 (324th session)	Geneva
	Range of side meetings including donors, employers, unions and Better Work. Advisory Panel	29 Oct -12 Nov (325th session)	
ILO Conference	Tripartite delegations from all member countries and wide range of side events. Often described as the world parliament on labor issues	1 - 13th June	Geneva
World Economic Forum	WEF engages political, business, academic and other leaders of society in collaborative efforts to shape global, regional and industry agendas. Together with other stakeholders, it works to define challenges, solutions and actions, always in the spirit of global citizenship	Global Jan 2016	Davos, Switzerland
		Asia 21 -23 April	Indonesia
		Latin America 6 - 8 May	Mexico
		Africa 3 - 5th June	South Africa
UN Dept of Economic and Social Affairs	Third International Conference on Financing for Development	13 - 16th July	Addis Ababa
Third International Conference on Financing for Development	High-level political representatives, including Heads of State and Government, and Ministers of Finance, Foreign Affairs and Development Cooperation, as well as all relevant institutional stakeholders, non-governmental organizations and business sector entities.	26 June - 8th July	New York

High-Level Political Forum 2015 ((ECOSOC)	The High-level Political Forum on sustainable development is the main United Nations platform dealing with sustainable development. It provides political leadership and guidance; follows up and review progress in implementing sustainable development commitments and addresses new and emerging sustainable development challenges; enhances the integration of economic, social and environmental dimensions of sustainable development	April 2015 (Spring), October (Annual)	Geneva (Spring, Lima (annual))
World Bank and IMF Spring and Annual meetings		Nov-15	
		June (coincides with ILO Conference)	Geneva
Global Council of Unions Secretaries meeting	Leadership of ITUC and Global Union Federations	3 - 5th November	San Francisco
BSR Annual Conference	Premier global event for business on corporate social responsibility. BSR has a supply chain working group.	TBA (often coincides with the April Governing Body	Geneva
Better Work Advisory Panel meeting	See website for membership. Global leaders from government, employers, unions and researchers	8- 10th July	Geneva
4th Conference for the Regulating of Decent Work Network	Researchers and academics from around the world connected to the International Institute of Labor Studies	Nov	TBA
WEIGO General Assembly	Global Assembly of Women Leaders in the Informal Economy		
G20 Labor Ministers	G20 Labor and Employment Ministers	TBA	Turkey

Source: IEG

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Attachment 3

Evaluation Design Matrix

Key Questions	Information required	Information sources	Data collection methods	Data analysis methods	Strengths and limitations
Overarching Question: Has the World Bank Group industry specific support been effective in enhancing industry competitiveness, and what has been the implication of this support on quantity and quality of jobs?					
1. Relevance: Are the competitiveness interventions offered by the World Bank Group in support of industry competitiveness appropriate to address the client countries' needs?					
Key Questions	***Information required***	***Information sources***	***Data collection methods***	***Data analysis methods***	***Strengths and limitations***
1.1 How does the World Bank Group approach its support to industrial competitiveness and what implications this support has on jobs? »How do World Bank Group strategies and/or interventions link industrial competitiveness and jobs? »Do World Bank Group strategies and/or interventions recognize the potential tension between industrial competitiveness and jobs? Do World Bank Group strategies and approaches take into account the implications of technological developments, globalizations (i.e. global value chains), the degree of international competitions and other global economic factors on industrial competitiveness	»Information on the World Bank Group's approach to industrial competitiveness (includes definition and application) »Information on frameworks at the project and strategy level that link competitiveness and jobs that »Information on the tension between industrial competitiveness and jobs (accounting for variations across stages of development)	»Literature on approaches to industrial competitiveness and its link to jobs »World Bank Group strategy documents and frameworks, project documents »World Bank Group staff, client and client country stakeholders, beneficiaries »External databases	»Synthesis from relevant literature »Codify World Bank Group portfolio (project and strategy documents, indicators, data retrieval) to identify industries and approaches supported by World Bank Group and their link to jobs »Structured interviews »Mine and/or codify external databases where appropriate	»Literature review »Review of portfolio data (inc. qualitative and quantitative analysis) »Synthesis and analysis of interview outputs »Analysis of external databases	»Data linking industrial competitiveness and jobs may be limited »Data may be limited and of mixed quality »Interviewee bias »Variations in country (and industry) conditions may make conclusions limited and contingent

1.2	To what extent does the World Bank Group support to industrial competitiveness respond to client countries' needs and priorities including implications for jobs? Is the World Bank Group support to industrial competitiveness consistent with the country's strategic priorities?	»Information on client country priorities and constraints to improving industrial competitiveness and its implication on jobs »Information of the World Bank Group portfolio fit vis-à-vis priorities and constraints	»World Bank Group strategy and analytical work »Project documents »World Bank Group staff, client and client country stakeholders, beneficiaries »Project and country-level indicators »Country case study write-ups »External databases	» Codify World Bank Group portfolio (project and strategy documents, indicators, data retrieval) to (i) identify World Bank Group's analysis of client priorities and constraints and (ii) map World Bank Group portfolio against priorities / constraints »Structured interviews »Synthesis of findings at the country-level »Mine and/or codify external databases where appropriate	»Review of portfolio data (inc. qualitative and quantitative analysis) »Synthesis and analysis of interview outputs »Country case studies »Analysis of external databases	»Identification of client priorities and needs in World Bank Group strategy and project documents may be biased towards areas of World Bank Group activity »Data may be limited and of mixed quality »Interviewee bias »Variations in country and industry conditions may make conclusions limited and contingent
1.3	To what extent does World Bank Group support to industrial competitiveness aim at creating better and more jobs?	»Information on the quality and quantity of jobs created through World Bank Group interventions that support industrial competitiveness	»Literature on job creation and quality of jobs »World Bank Group strategy and analytical work »Project documents »World Bank Group staff, client and client country stakeholders, beneficiaries »Project and country-level indicators »External databases with relevant job creation/quality indicators	»Synthesis from relevant literature »Codify World Bank Group portfolio (project and strategy documents, indicators, data retrieval) to identify the typology of World Bank Group's work that aims to create more / better jobs »Structured interviews »Mine and/or codify external databases where appropriate	»Literature review »Review of portfolio data (inc. qualitative and quantitative analysis) »Synthesis and analysis of interview outputs »Analysis of external databases	»Data (in particular that which deals with quality of jobs) may be limited and of mixed quality »Interviewee bias
1.4	Are the diagnostics and analytical tools utilized by the World Bank Group pertinent to clients' need on enhancing industry competitiveness?	»Information on relevance of diagnostic and analytical tools	»World Bank Group analytical work »World Bank Group strategy and project documents that identify or use diagnostic and analytical tools »Country case study write-ups » World Bank Group staff,	»Codify World Bank Group portfolio (project and strategy documents) to identify the typology (and application) of analytical work and diagnostic tools »Synthesis of findings at the country-level	»Review of portfolio data (inc. qualitative and quantitative analysis) »Country case studies »Synthesis and analysis of interview outputs	»Data may be limited and of mixed quality (in particular with regards to the effectiveness and application of analytical tools) »Interviewee bias

			client and client country stakeholders »Donor community and counterparts	»Structured interviews (with donors / counterparts for their view on the usefulness of World Bank Group analytical work and diagnostic tools)		
1.5	Is the World Bank Group supporting the industries with the highest job creation potential in client countries?	»Information on industries and their potential for job creation in client countries	»Literature on industry potential at the country-level »External databases with relevant job creation/quality indicators »World Bank Group strategy and project documents that identify industries and their job-creation potential »Country case study write-ups »World Bank Group staff, client and client country stakeholders »Project and country-level indicators	»Synthesis from literature and external databases on industry potential for job creation »Codify World Bank Group portfolio (project and strategy documents) to (i) identify World Bank Group's analysis and selection of industries with job creation potential and (ii) map World Bank Group portfolio against said industries (see also literature and indicators). »Synthesis of findings at the country-level »Structured interviews	»Literature review »Analysis of external databases »Review of portfolio data (inc. qualitative and quantitative analysis) »Country case studies »Synthesis and analysis of interview outputs	»Data may be limited and of mixed quality »Interviewee bias
2. Effectiveness: Has the World Bank Group support to industry competitiveness been successful in achieving enhanced competitiveness, and generating more and better jobs?						
2.1	To what extent are the World Bank Group industry specific interventions aiming at effective in fostering industry competitiveness were effective in achieving their objectives?	»Information on achieving the respective objectives of creating competitive industries	»Project evaluation s (IEG micro-evaluation documents including ICRs, PPARs, XPSRs, PES', PERs) »World Bank Group strategy reviews CAS and CASCRs) »World Bank Group staff, government counterparts »Country case study write-ups »External and other databases	»Codify World Bank Group portfolio (inc. extraction of evaluative data and textual information) »Structured interviews »Synthesis of findings at the country-level (country case studies)	»Review of portfolio data (inc. qualitative and quantitative analysis) »Country case studies »Synthesis and analysis of interview outputs »Analysis of external databases including COMTRADE, ILO,UNIDO, individual country statistical agency data	»Lack of counterfactual »Data may be limited and of mixed quality »Insufficient response from interviews

2.2	What are the implications of the World Bank Group support to industrial competitiveness on quantity and quality of jobs? »Which project specific factors contributed to success or failure of World Bank Group interventions in supporting industrial competitiveness? »Which systemic factors contributed to success or failure of World Bank Group interventions in supporting industrial competitiveness?	»Information on the drivers of success and failure of interventions, including systemic factors and their interaction with industry specific interventions	»Project evaluations (IEG micro-evaluation and World Bank Group self-evaluation) »Project evaluation indicators »Country case study write-ups »World Bank Group staff, government counterparts »External and other databases	»Codify World Bank Group portfolio (inc. extraction of evaluative data and textual information) »Structured interviews »Synthesis of findings at the country-level (country case studies)	»Review of portfolio data (inc. qualitative and quantitative analysis) »Country case studies »Synthesis and analysis of interview outputs »Analysis of external databases COMTRADE, ILO,UNIDO, individual country statistical agency data	»Insufficient or unclear information on why and how projects succeed or fail »Insufficient response from interviews »Data may be limited and of mixed quality
3. Efficiency in delivery: Have the World Bank Group institutional arrangements been appropriate to achieve relevance and effectiveness in the area of industry competitiveness?						
3.1	To what extent have the World Bank Group institutions leveraged synergies through coordination and sequencing?	»Information on the extent to which World Bank Group units worked in the same country, set of interventions, regions etc.	»Qualitative information on World Bank Group coordination and leveraging of synergies from IEG validated micro evaluation systems (project and country) »World Bank Group staff, government counterparts, donor community »Country case study write-ups	»Codify World Bank Group portfolio on World Bank Group synergy and coordination »Structured interviews »Synthesis of findings at the country-level (country case studies)	»Review of portfolio data (focus on leveraging of synergies and complementary World Bank Group roles) »Country case studies to assess the adequateness of coordination given country context and history of World Bank Group engagement »Synthesis and analysis of interview outputs	»Coordination efforts tend to be poorly documented in project documents and micro evaluation documents (according to IEG experience) »Insufficient response from interviews
3.2	Does the current World Bank Group structure facilitate coordination and sequencing?	»Information on the World Bank Group's organizational structure that supports industry competitiveness (including strengths and weaknesses) »Information on the interaction between the	»Country case study write-ups »World Bank Group staff, government counterparts	»Synthesis of findings at the country-level (country case studies) »Structured interviews	»Synthesis and analysis of interview outputs »Country case studies to assess the adequateness of World Bank Group structure in facilitating coordination and sequencing given country context and history of World Bank	»Defining the structure across a diffused portfolio may prove difficult »Coordination efforts tend to be poorly documented »Insufficient response from interviews

		different groups within this structure			Group engagement	