

Independent Evaluation of the Infrastructure for Growth (IFG) and South Asia Regional Trade Facilitation (SARTFP) Programs

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Abbreviations and Acronyms

ADB	Asian Development Bank
AIIB	Asian Infrastructure Investment Bank
AQC	Aid Quality Check
ASEAN	Association of Southeast Asian Nations
BBIN	Bangladesh, Bhutan, India, Nepal
CSOs	Civil Society Organisations
DFAT	Department of Foreign Affairs and Trade
DfID	Department for International Development (UK)
DSC	Donor Steering Committee
GP	Global Practice
ICRIER	Indian Council for Research on International Economic Relations
IFG	Infrastructure for Growth
IRC	Internal Review Committee
JICA	Japan International Cooperation Agency
MoU	Memorandum of Understanding
MTO	Medium-Term Outcomes
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PFSa	Partnership for South Asia Trust Fund
RGAP	Regional Gender Action Plan
RF	Results Framework
SAR	South Asia Region
SARTFP	South Asia Regional Trade Facilitation Program
TA	Technical Assistance
TAF	Technical Advisory Facility
ToC	Theory of Change
TTL	Task Team Leader
USD	United States Dollar
WB	World Bank
WTO	World Trade Organisation

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Disclaimer

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Executive Summary

This report contains the findings of the Independent Evaluation of two South Asia regional programs commissioned by the Department of Foreign Affairs and Trade (DFAT).

South Asia is among the least integrated regions in the world with an estimate of around 270 million people living in extreme poverty. Many more people, particularly women and those working in the informal sector, live just above the poverty line and remain vulnerable to economic and environmental shocks.

The relatively poor quality of trade-related infrastructure (e.g. ports, roads and storage facilities), as well as energy production and distribution on networks, are key constraints to growth and regional connectivity in South Asia. Additionally, non-tariff barriers – such as over-administration at borders – add to the high cost of cross border trading (50 per cent higher than ASEAN average). A more integrated region would reduce transaction costs, create jobs and open new markets for goods and services, including those that benefit poor and marginalised people.

DFAT's Aid Investment Plan for its South Asia Regional program seeks to address these barriers to sustainable economic growth in the region. Gender equality is also a focus in all DFAT's investments under this regional program. Access to improved transport and connectivity stimulates new value chains and markets, creating job opportunities. Where these improvements are combined with gender-responsive trade policies, they enhance women's ability to participate in trade and economic integration and can lead to women's empowerment.

DFAT seeks to increase regional connectivity through trade facilitation and infrastructure connectivity. Two programs progress this objective: Infrastructure for Growth (IFG) and South Asia Regional Trade Facilitation Program (SARTFP). Both programs are solely funded by DFAT through the Partnership for South Asia (PFSA) Trust Fund – a DFAT-World Bank (WB) umbrella trust fund for nine DFAT investments across South and West Asia.

Infrastructure for Growth (IFG, AUD20 million, 2012-2018) is a program that aims to meet infrastructure gaps by addressing the major challenges of connectivity and integration, within countries and within the region. It focuses on two core sectors, energy and transport, and operates through three thematic pillars: South Asia regional economic integration, climate change and cross-cutting themes including gender and social inclusion. Although the IFG portfolio includes activities in Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka, in practice, a large proportion of activities occurred in India or were categorised as regional activities.

DFAT has expensed 100 per cent of its funding to IFG, of which the World Bank has disbursed almost 100 per cent to 53 activities.

South Asia Regional Trade Facilitation Program (SARTFP, AUD25 million, 2015-2019) is implemented across Bangladesh, Bhutan, India and Nepal. The objective is to enhance trade and economic opportunities across these countries, with a focus on women's participation in trade and economic activity across three focus areas: transport connectivity; trade facilitation and trade policy; and local enterprise development; and economic opportunity.

When the evaluation commenced, DFAT had expensed 72 per cent (\$18 million) of its funding to the World Bank. Of this, the World Bank had approved approximately \$8.45 million for 14 activities. DFAT appointed a Technical Advisory Facility (TAF) to support its engagement in SARTFP.

It is important to note that IFG and SARTFP were at different stages of implementation when this evaluation took place. IFG was designed under the AusAID strategic priorities, when for example gender was not a main focus area but one of a number of cross-cutting themes. SARTFP was designed under DFAT and reflects more recent priorities including an emphasis on gender. These are discussed in more detail in the main findings for both programs.

In addition to evaluating IFG and SARTFP, the scope of the evaluation included a comparison of the respective program's management models. A literature review, program documentation, project analysis and interviews provided information for this analysis. In addition to program and project-specific questions, personnel familiar with both programs were interviewed for areas of comparison, and for future improvement or development.

The final part of the evaluation considered information and recommendations relevant to future investments and policy decisions. Due to time constraints for the evaluation, resources were prioritised towards the evaluation of both programs (part 1 and 2 of the evaluation). Therefore, recommendations for future DFAT investments highlight areas for attention in a new program but do not provide details on costings or resource mobilisation.

The timeframes to complete this evaluation were tight. To ensure efficient use of resources, an iterative evaluation method was utilised. This started with a literature review that examined the available evidence against the primary and secondary evaluation questions. Key findings from the literature review identified the most pertinent lines of inquiry and additional, more detailed and specific questions for interviews. Concurrently, the evaluation team reviewed project documentation for those projects selected for in-depth analysis.

Then, on the basis of what interviews revealed, more information was requested from informants, mainly grey literature not previously available or revealed in interviews. Email and skype calls were conducted to ask further questions about this information.

The weight given by the evaluator to the comments from interviewees is based on an assessment of that individual's authority and degree of influence over, or proximity to, the relevant aspect of the program.

Evidence informing evaluation findings rests on a combination of the evidence from these sources.

Summary of Evaluation Key Findings

Part 1: IFG

The evaluation found there is **good evidence the program has been effective in achieving its goals**. This included the role of IFG funded research and analysis in addressing knowledge gaps in areas of energy, transport and climate change and improving the quality of World Bank loans. Much of the evidence of effectiveness focused on physical assets such as infrastructure and knowledge products. However, there is less evidence of IFG influencing the way infrastructure projects affect human welfare or gender equality. In general, it was **challenging to formulate a coherent narrative of whether IFG investment was effective in achieving broader influence based on the information available for the evaluation**. Furthermore, the **absence of a complete strategy and monitoring plan from the outset of the program limits the extent to which effectiveness can be measured**. IFG operated without a results framework for most of the time, which would have defined the indicators of effectiveness.

There is evidence IFG research and analysis enabled the World Bank transport team to approach issues from a connectivity and logistics standpoint rather than simply responding to loan requests. In the IFG Project "Eastern Corridor Intermodal Transport and Logistics in India", IFG funding helped the World Bank and Government of India recognise that infrastructure projects are not sufficient to boost growth, but need to be part of a whole system that connects people to each other, to government services, and to markets.

There is some evidence of IFG's analytical work being associated with other investments but evidence of the precise role that IFG plays in attracting such investment is not well defined. It was not clear the extent to which IFG unlocked additional lending that would not otherwise have been made. Understanding the pathway of how an IFG project influenced change is important for both the World Bank and DFAT, especially when considering the scale of the portfolio.

Regarding efficiency, some projects had variations to their original grant allocation in the February 2018 data. The World Bank satisfactorily explained their internal process for accounting for these shortfalls. The evaluators did not access the World Bank's online reporting system which contains more detailed financial information. However, the data sets shared with the evaluators by both the World Bank and DFAT, did not include creation dates and version control, and discrepancies between data sets were not clear. **Agreement on a common reporting standard for reporting grant data would allow opportunities for discussing significant budget reallocations with DFAT.**

Examining the objectives and activities of select IFG projects, and interviewing World Bank and DFAT staff showed that **IFG remains relevant to Australia's changing aid priorities.** It encompasses DFAT's investment priorities in gender equality; empowering women and girls; infrastructure; trade facilitation; and international competitiveness. These coincide with Australia's aid policy and economic diplomacy agenda, as well as priorities in the recent Foreign Policy White Paper.

This evaluation finds that **gender being a cross-cutting theme in IFG did not lead to gender equality being integrated into all projects.** Instead, a small number of projects with 100 per cent gender focus which offset the majority that reported none, or little focus.

There was consensus among World Bank staff interviewed that **integrating gender equality is a work in progress** and there were internal challenges in integrating gender into a traditionally 'gender-blind' space. Interviews with Task Team Leaders revealed differing views about the importance and practicalities of integrating gender equality into their projects. Some Bank staff articulated how a gender lens can be applied in the context of the projects they manage but for others it was not obvious. For instance, one Bank official stated that macroeconomic assessments do not always ask the social questions, so appeared to lack a logical entry point to include gender.

However, there is appreciation in the World Bank that consultation including marginalised groups – such as women – can strengthen the design of projects. Where this has happened, it has been effective, as seen in the civic engagement platform for urban service delivery in Chittagong. Also, the evaluation found evidence that **where the teams have the capacity, technical know-how and resources to follow up on gender issues, they are more likely to do it.** This highlights the need to support more input from the Bank's Social Development team and the respective Global Practice Gender Focal Points to address this gap between aspiration and practice.

Part 2: SARTFP

Although SARTFP has been implementing activities for a shorter time than IFG, the evaluation found **development outcomes are beginning to emerge, including contributions to regional connectivity, trade facilitation and gender.** These are **strongest at the micro level** (for instance cross-border markets, inland waterways). Reporting on results could be improved if monitoring and evaluation was better aligned with the structure of the program, and the Medium-Term Outcomes (MTOs) were renamed as long-term outcomes. Developing some short- to medium-term outputs and indicators would then enable such results to inform course correction by the program where needed.

The program strategy encourages SARTFP to be more innovative than IFG, with the donor understanding that the side-effect of encouraging innovation is greater uncertainty about positive impact and the time it takes for measurable outcomes to emerge. Because innovation requires an adaptable project design that reacts quickly to changing outputs, it is **crucial that SARTFP work is measured and communicated effectively.** Senior members of the SARTFP Secretariat acknowledged communication could be improved, and both World Bank and DFAT interviewees agreed that the style and substance of communications and annual reports need more clarity and structure.

The **SARTFP Secretariat** was fully staffed by August 2016 and, there is good evidence **strengthens the ability of the program to meet its objectives.** For example, because of robust internal review

and quality assurance processes there is evidence Task Team Leaders have expanded their skills to encompass designing projects with a gender lens.

SARTFP intends to help the World Bank improve its policies and processes in the region and the evaluation found evidence the **program creates space for innovators within the Bank to design projects that integrate gender equality and inclusive development objectives**. World Bank staff who were involved in the early stages of SARTFP (co-developing the SARTFP theory of change and results framework, discussing proposals with DFAT and the Technical Advisory Facility) stated this planning phase was a rich experience where they had honest discussions about their project proposals and challenges in achieving objectives.

Although difficult to judge at this early stage of the program, **by engaging with a range of partners, SARTFP has begun to influence how complementary investments by other donors may support its objectives**. For example, the Bank notes a change in thinking by ADB, JICA and DfID, influenced by a SARTFP report containing analytic findings on gender issues such as female wage employment under the Economic Corridors of South Asia activity. Where SARTFP is seen as leading this discussion, it opens up more opportunities to introduce analysis and influence policy.

Overall, the evaluation found good evidence **SARTFP is being managed efficiently**. Evidence from the literature review and interviews indicated that the World Bank's SARTFP Secretariat and Internal Review Committee (IRC) are adding value and contributing to an enabling environment for the program to be fully operationalised.

There is good evidence of the TAF working closely with DFAT and the WB to develop the theory of change and results framework that explicitly addressed gender equality. This has provided clarity and coherence to the program. **However, clarity over roles between DFAT and the TAF is needed if the investment is to continue and remain efficient**. The performance of the TAF is discussed in more detail in part three of the evaluation findings.

Like IFG, **SARTFP remains relevant to Australia's aid priorities and Foreign Policy White Paper**. SARTFP encompasses DFAT objectives, such as a commitment to both supporting economic growth and women's economic empowerment in the Indo-Pacific region. It reflects DFAT's investment priorities in gender equality and empowering women and girls, infrastructure, trade facilitation and international competitiveness.

Gender equality is at the heart of SARTFP's work and is beginning to show it can influence systems both within and outside the World Bank. There is evidence the gender focus of SARTFP is providing resources that do not exist elsewhere for innovators and early adopters in the Bank to demonstrate how gender equality can be integrated into all projects. One such example is the Buddhist Circuit, which is exploring tourism as a means of poverty reduction and inclusive growth.

Part 3: Comparison of the program's management and implementation models

The evaluation found the management models for IFG and SARTFP, which were **characterised as partner-led and partnership, both had their strengths and weaknesses, but were not wholly understood in the same way by both parties**.

There was consensus in interviews with the World Bank they expected DFAT to be more hands-on with SARTFP, compared to IFG. The management model for SARTFP had more DFAT involvement in goal setting and decision making. However, from the perspective of senior World Bank staff and some DFAT interviewees, IFG was more flexible than SARTFP, as it allowed the Bank to be 'opportunistic'.

The TAF, a feature of the SARTFP management model, brings expertise including in the areas of: gender, trade facilitation, and monitoring and evaluation. The evaluation found **the stability of the TAF team provided some continuity and consistency for SARTFP**, compared to the composition of DFAT and to a lesser extent the WB teams.

Additionally, instead of acting only as a technical support team, **some aspects of partnership management was entrusted to the TAF by DFAT**, either explicitly or by default. To ensure that gender equality and other development issues are integrated into World Bank lending, **DFAT direction and engagement to focus and reinforce the TAF input is essential**. Whilst DFAT can entrust the TAF on the technical integrity and some aspects of investment oversight, it is important for DFAT to remain politically engaged with the Bank, so that program parameters are retained.

In summary, although there is good evidence the investment the TAF has yielded results, role clarity is now needed to maximise the value of the investment.

Part 4: Inform DFAT's future investment and policy decisions

Managing trust funds for effective and innovative programs

There was consensus among external stakeholders the issues being addressed by SARTFP need **multiple entry points to influence change in complex, gender-blind sectors and region**. To do this, other donors, notably DfID, **retain direct relationships with some non-World Bank entities, such as CSOs and think tanks**, and fund such entities directly in parallel to their investment in the World Bank trust fund. This will strengthen program legitimacy whilst allowing for early testing of new approaches before significant resources are committed to projects. To minimise the management overhead, DFAT could consider funding vehicles such as Challenge funds. This could be a good opportunity for DFAT to improve visibility and public diplomacy, in a relatively easy and inexpensive way.

Sharing project data from different countries that share common challenges, could inform new project design and promote innovation and experimentation that DFAT interviewees hope will become a valuable aspect of the program. However, in the experience of the evaluation team, the process of diversification, prototyping, collaboration and mutual learning does not arise automatically from the trust fund model **but requires communication and facilitation by both donors and the trust fund manager**.

IFG and SARTFP: influence on other programs

There is limited evidence of IFG or SARTFP influencing other programs, or examples of individual projects being used to inform other projects within PFSA. Senior DFAT staff acknowledged it is the responsibility of the donor to share the lessons learned and practices with other programs, as well as to further DFAT's diplomacy and policy objectives. It is not clear from the documentation reviewed, or interviews with DFAT staff, whether program results have been shared, or what the process is for dissemination of such information to influence other programs, both within DFAT and beyond.

Sharing, learning and adapting programs

For IFG and SARTFP to be influential, they need a strategy for how Monitoring, Evaluation and Learning (MEL) is processed into communications, and how lessons are disseminated in networks – both within WB and beyond. The presence of such a strategy is not clear from the literature, and interviews confirmed this is a work in progress.

Future DFAT investments should allocate resources to knowledge management, adaptive learning and communications. **This requires a plan at the start of the program and needs to be included in the definition of the partnership roles and responsibilities**. Otherwise, the reporting process becomes too internally focused, with the aim of preserving the partnership instead of improving it. The program donor steering committee could be an important means of supporting improved sharing of lessons learned across programs.

Evaluation Recommendations

Part One: IFG

1. Agree on a common reporting standard for reporting grant data, allowing opportunities for discussing significant budget reallocations with DFAT.

Other recommendations concerning IFG are included in part four: **Informing DFAT's future investments and policy decisions.**

Part Two: Evaluation of SARTFP

2. Consider renaming the Medium-Term Outcomes (MTOs) as long term, and develop short- to medium-term outputs and indicators to enable results to inform course correction by the program.
3. Produce a communication plan with milestones and resources that communicates 'performance stories' as pioneered by other DFAT programs.
4. Ensure ongoing DFAT engagement to encourage TTLs to continue introducing new perspectives into project design, particularly new approaches to integrating gender equality and inclusive development that can then be shared and replicated across the organisation.
5. Revisit and refine the SARTFP results framework in light of implementation experience and an established program Secretariat who were not involved in the original co-development process.
6. Track evidence of gender being embedded in key aspects of policy, financing, regulation and program delivery across the relevant sectors to measure the influence of SARTFP on gender programming.
7. Update the Specific Program Management Arrangements for SARTFP and disseminate to keep all parties (DFAT, WB, TAF) informed of roles and responsibilities in the program.
8. Make SARTFP funding accessible to all WB Global Practices to be more effective in influencing WB practices and processes and supporting reformers.
9. The SARTFP Secretariat continue to monitor the spread of SARTFP funds while maintaining quality thresholds of project selection and implementation.
10. Maintain relevance to DFAT development policy for the region by integrating SARTFP inclusive growth into infrastructure and connectivity investments.
11. Continue to fill the gaps in preparatory work and technical analysis on mainstreaming gender equality in all activities.
12. Identify factors that increase demand for gender-related technical assistance, both internally and from client countries.
13. Consider the differences between DFAT and the World Bank's Gender Strategies, and how they can be reconciled.
14. Use SARTFP to demonstrate the benefits of integrating gender equality into policy and practice.
15. Include a process for integrating SARTFP stakeholder feedback into project design with sincerity, transparency and a means of reporting back to the stakeholders.

Part Three: Comparison of the programs' management and implementation model

16. Clearly define TAF role parameters so that the World Bank is able to maximise their technical skills and empower gender equality champions within the Bank
17. DFAT maintains close involvement in SARTFP to continually reinforce the Bank's understanding of the nature of the partnership and the role of the TAF within the program.
18. Consider a phased management model that allows for a close partnership to agree initial strategy that transitions to more autonomy for the Bank regarding tactical decisions.

Part Four: Informing DFAT's future investments and policy decisions

19. Create and maintain processes that encourage a culture of sharing of information and facilitates innovation.
20. DFAT creates complementary relationships outside the World Bank to create multiple entry points to influence gender programming, and strengthen program legitimacy.
21. Develop a process to share lessons learned across DFAT-funded programs in the region and beyond.
22. Ensure theory of change and results framework are living documents that are revisited and revised as necessary.
23. Develop and test the theory of change to be more than a collection of effective but disparate projects.
24. Develop a system for learning and adaptation (including defining roles and responsibilities) as part of the initial program design phase. Have regular health checks of this system and refine accordingly. Consider how the DSC can provide a support structure to this system.

Introduction

South Asia is among the least integrated regions in the world with an estimate of around 270 million people living in extreme poverty.¹ Many more people, particularly women and those working in the informal sector, live just above the poverty line and remain vulnerable to economic and environmental shocks.

Improved regional connectivity across South Asia could promote economic growth and regional stability. A more integrated region would reduce transaction costs, which may create jobs and open new markets for goods and services, including those that benefit poor and marginalised people.² Improved connectivity between the region and the world at large would increase trading opportunities to the benefit of both Australia and South Asian countries.

The relatively poor quality of trade-related infrastructure (e.g. ports, roads and storage facilities), as well as of energy production and distribution networks, are key constraints to growth. Additionally, non-tariff barriers – such as over-administration at borders – add to the high cost of cross border trading (50 per cent higher than ASEAN average). Greater levels of regional cooperation will be needed to manage shared resources to ensure their long-term sustainability and capacity to support economic growth and to maintain regional stability.

DFAT's South Asia Regional program seeks to address these region-wide barriers to sustainable economic growth.³ Gender equality is also a focus in all DFAT's investments under this regional program.⁴ Improved regional connectivity is highlighted in DFAT strategy documents to enhance women's ability to participate in trade and economic integration. Where these improvements are combined with gender-responsive trade policies, they can lead to women's empowerment.⁵

DFAT's Aid Investment Plan for its South Asia Regional Development Program: 2015-16 to 2018-19⁶ focuses on two of the region's most important long-term, transboundary development issues:

- Sustainable development (water, food and energy security)
- Regional connectivity (trade facilitation and infrastructure connectivity).

The second of these DFAT priorities is addressed through two World Bank-led programs:

- **Infrastructure for Growth** (IFG, AUD20 million, 2012-2018). IFG aims to meet the infrastructure gaps in the region by addressing the major challenges of connectivity and integration, within countries and within the region. It focuses on two core sectors: energy and transport, through three thematic pillars:
 1. regional economic integration;
 2. climate change; and
 3. cross-cutting themes (including gender and social inclusion).

The IFG portfolio includes activities in Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka. In practice, a large proportion of activities occurred in India or were categorised as regional activities.

- **South Asia Regional Trade Facilitation Program** (SARTFP, AUD25 million, 2015-2019). The objective of SARTFP is to enhance trade and economic opportunities across Bangladesh, Bhutan, India and Nepal. SARTFP has an emphasis on women's participation in trade and economic activity across three focus areas:

¹ <http://iresearch.worldbank.org/PovcalNet/povDuplicateWB.aspx>; note that Afghanistan not included in information at the link as no data available.

² Barro, Robert J.; Lee, Jong-Wha. 2011. *Costs and Benefits of Economic Integration in Asia*. Asian Development Bank.

³ DFAT 2016 AID Program Performance Report 2015-16, South Asia Regional Development Program, DFAT Australia

⁴ DFAT 2017 Overview of Australia's South and West Asia Regional aid program, DFAT Australia

⁵ DFAT 2016, South Asia Regional Trade Facilitation Brochure, DFAT Australia

⁶ <http://dfat.gov.au/about-us/publications/Documents/south-asia-regional-aid-investment-plan-2015-19.pdf>

1. transport connectivity;
2. trade facilitation and trade policy; and
3. local enterprise development and economic.

Both programs are solely funded by DFAT through the Partnership for South Asia (PFSA) Trust Fund – a DFAT-World Bank umbrella trust fund for nine investments across South and West Asia. It is important to note that IFG and SARTFP were at different stages of implementation when this evaluation took place. IFG was designed under the AusAID⁷ strategic priorities, when for example gender was not a main focus area but one of a number of cross-cutting themes. However SARTFP was designed under DFAT and reflects more recent priorities including an emphasis on gender. These are discussed in more detail in the main findings for both programs.

Evaluation Scope, Objectives and Methods

This report contains the findings of the Independent evaluation of IFG and SARTFP commissioned by the Department of Foreign Affairs and Trade (DFAT).

Scope and objectives

As outlined in the Independent Evaluation Plan,⁸ the scope of the evaluation comprises **four** interrelated parts:

1. Evaluation of IFG
2. Evaluation of SARTFP
3. **Comparison** of the programs' management and implementation models (partner-led versus partnership⁹).
4. **Informing** DFAT's future investments and engagement based on findings from parts one, two and three above.

The evaluation focuses on the dimensions of *effectiveness, efficiency, relevance and gender equality* to contribute to DFAT's consideration of its future investments in regional connectivity in South Asia. The evaluation was undertaken between December 2017 and March 2018 within the scope and methods established in the Evaluation Plan¹⁰ and developed in consultation with DFAT and the World Bank.

Tools and Methods

The evaluation adopted an asset and strengths-based approach to build upon the existing collaborative working relationship between DFAT and the World Bank. The approach was participatory, drawing on the experience and knowledge of key informants regarding the relative strengths and weaknesses of the program's design, structure and implementation processes.

The use of mixed methods, combining quantitative and qualitative data, provided sound evidence that draws upon analysis of primary and secondary data from program implementation¹¹ as well as the reflections of a wide range of key actors.

The methodology outlined in the evaluation plan specified these steps:

- a) **Program documentation** review to categorise the underlying projects, apply a sampling framework to select candidates for closer study and organise the data for analysis.

⁷ AusAID formally became part of the Department of Foreign Affairs and Trade (DFAT) in November 2013

⁸ Independent Evaluation Plan for South Asia Regional Trade Facilitation Program (SARTFP) & Infrastructure for Development (IFG)

⁹ The role of DFAT within each program is different. The implementation of IFG is led by the World Bank, with minimal DFAT input. In the ToR for this evaluation, DFAT describes this management model as being 'partner-led'. In the case of SARTFP, DFAT has increased its engagement and appointed a Technical Advisory Facility (TAF) to support its engagement with the program. In the ToR DFAT describe this management model as 'partnership'. For the purposes of this evaluation we therefore refer to management models as follows: IFG being 'partner-led' and SARTFP being 'partnership'

¹⁰ Independent Evaluation Plan for South Asia Regional Trade Facilitation Program (SARTFP) & Infrastructure for Development (IFG)

¹¹ Key sources identified in the Evaluation Plan and listed in Annex 5

- b) Wider **literature review** to identify best practices that may be relevant for this program. Produce a brief synthesis of studies of similar programs to identify key common lessons.
- c) **Refine research questions** to reflect the data from the documentation and literature review. **Semi-structured interviews and group discussions** using open questions to explore the strengths and weaknesses of the program, as perceived by stakeholders and implementation teams. Responses were triangulated against other interviewees and data to enrich the findings and identify issues worthy of further examination. In order to invite open and informative contributions, it was agreed with the informants that responses would be anonymous. Therefore, this report incorporates comments from individuals as evidence, without attributing them to names or job titles, except in some cases where the interviewee has agreed to be attributed. Where attribution requires explanation, it is covered in the footnotes.
- d) **Interactive discussions** with selected program management team members to reflect on the issues emerging from the evaluation, explore causal relationships and outline improvements that can be made to the program.

The main challenge in executing this plan was the limited time available. Therefore, to ensure efficient use of resources, the evaluation method was built around an iterative approach. This started with a literature review¹² that examined the available evidence against the primary and secondary evaluation questions. Key findings from the literature review identified the most pertinent lines of inquiry and additional, more detailed and specific questions for interviews. Concurrently, the evaluation team reviewed project documentation for those projects selected for in-depth analysis (see next section). This arrived in fragmented form but enabled specific questions to be identified for follow up with Task Team Leaders and other key informants. Then, on the basis of what interviews revealed, more information was requested from informants, mainly grey literature not previously available or revealed in interviews. Email and skype calls were conducted to ask further questions about this information.

The complete list of evaluation questions, both envisaged in the plan and arising from the literature review (see Annex 1¹³), is comprehensive. It was neither possible nor practical to ask every informant every evaluation question. Therefore, the questions put to interviewees were selected from the list based on relevance to their role and program involvement. For example, some informants could speak to the strategic issues of the program, some could address operational issues. In the case of the latter, certain individuals could address only specific areas of the program. Subsequently, evidence informing findings rests on a combination of the evidence from the literature review and one or more interviewees.

The evaluation considers how the comments from interviewees can be set in the context of the other available evidence. The weight given by the evaluator to the comments from interviewees is based on an assessment of that individual's authority and degree of influence over, or proximity to, the relevant aspect of the program.

Therefore, the evaluator's judgement determines not only the balance between literature and interview evidence but also the degree to which interview evidence can be used to arrive at conclusions that support key findings. Where views differ between interviewees this is disclosed in the explanation, and in such cases the evaluator has made a judgement regarding the extent to which the lack of consensus needs to be reflected in the respective key finding.

¹² Literature Review: IFG & SARTFP Independent Evaluation 2018

¹³ Ibid

Interviews were held with the following groups of informants:¹⁴

Organisation / category	Number of interviewees
DFAT	7
World Bank	29
Technical Advisory Facility members	4
Other Stakeholders	6

Interview schedules were arranged by the World Bank and DFAT and included a mixture of semi-structured interviews with individuals and larger group discussions, depending on informant availability.¹⁵ There was also an opportunity to discuss several emerging themes with members of both program Secretariats. Some Task Team Leaders from projects selected for in-depth analysis were unavailable for interview and not all project documentation was made available to the evaluation team.

Project Selection for IFG and SARTFP

To complement the literature review, a selection of IFG and SARTFP projects were identified for further analysis. These provided detailed documented evidence to inform and refine the evaluation questions and contribute to the evaluation findings. Due to the limited timeframe of the evaluation, it was agreed with DFAT and the World Bank that 12 projects (six IFG and six SARTFP) would be selected. The medium-term outcomes (MTOs) for each program were used as criteria for project selection.^{16 17} Discussions with the World Bank assisted the evaluators to identify which projects corresponded to the MTOs to ensure a representative spread of projects for analysis.

The evaluation team then conducted an in-depth analysis of a total of six projects (three IFG and three SARTFP) through analysing full project documentation from the WB; face-to-face interviews with DFAT, WB Task Team Leaders and Managers, other relevant WB staff; and interviewing external stakeholders where possible. Given project and time constraints, the review of the remaining three projects from IFG and SARTFP consisted of a simple examination of available project documents for relevant information against the evaluation questions.¹⁸

Table 1: Selected IFG Projects *Denotes selected for in-depth analysis

<ul style="list-style-type: none"> • South Asia Regional Facility for Women’s Economic Empowerment and Integration • Evaluating Gender Gaps in Infrastructure* • Sustainable Development of Transmission and Distribution Sector in North Eastern Region of India* • Chittagong Urban Resilience and City Development Strategy* • Trade, Logistics, Competitiveness in the Transport Sector • Strengthening Institutional Development in World Bank-Funded Transport Projects

¹⁴ See annex 7 for list of interviewees.

¹⁵ See annex 8 for schedule of interviews

¹⁶ IFG results framework in Annex 3

¹⁷ SARTFP results framework in Annex 4

¹⁸ The detailed analysis of the selected projects is in Annex 10

Table 2: Selected SARTFP Projects *Denotes selected for in-depth analysis

- | |
|---|
| <ul style="list-style-type: none"> • SARTFP Knowledge Production and Sharing* • Buddhist Circuit Development* • Addressing Women’s and Children’s Risks from Enhanced Connectivity • Strengthening cross-border value chains and leveraging local development linkages in the Eastern region of South Asia* • Advancing Women’s Enterprises for Economic Impact in the farm/nonfarm value chain and regional trade • Planning for regional trade and gender inclusive Inland Water Transport in Assam |
|---|

The literature review, program documentation, project analysis and interviews provided information for part three of the evaluation. In addition to program and project-specific questions, interviewees familiar with both programs were asked their thoughts on areas of comparison, and areas for future improvement or development. The literature review highlighted additional comparative programs which may be further explored in this section in terms of program design, process, or governance.

Part four considers information and recommendations relevant to future investments and policy decisions. Due to time constraints for the evaluation, resources were prioritised towards the evaluation of both programs (part 1 and 2 of the evaluation). Therefore, recommendations concerning future DFAT investments are intended to highlight areas for attention in a new program. It is beyond the scope of this evaluation to calculate the cost of implementing the recommendations, or to indicate how resources can be best mobilised. This section includes recommendations concerning:

- Program design, outcomes efficiency, effectiveness and programming, as per the evaluation framework;
- Project design and process in line with sections of the evaluation framework.

Case Studies

Case studies are included in parts one and two of the report. They include projects selected for in-depth analysis and exemplify aspects of design and implementation that seem most likely to lead to effective performance of this type of program. As the evaluation findings explain, piecing together whether a project has been effective and how it contributes to meaningful change was at times challenging for the evaluation team, owing to the absence of sufficient material.

Case studies were drafted based on review of available project documentation, interviews with Task Team Leaders and usually a series of follow up emails and telephone calls to clarify and further follow up on the project. The intention in compiling these case studies was to assemble a narrative that can highlight how a chain of events resulted outcomes relevant to the programs being evaluated.

Scoring of Findings

A means of scoring the strength of evidence was agreed with DFAT and included in the Evaluation Plan¹⁹. Assessment of the strength of the evidence is based on the following criteria, resulting in a score of between 0-5 for each of the evaluation areas (effectiveness, efficiency, relevance and gender equality) for both IFG and SARTFP:

- i. Claims in relation to Medium Term Outcomes (MTOs) are transparently supported by evidence
- ii. Multiple sources of evidence have been used to support claims
- iii. Multiple perspectives have been considered

¹⁹ Independent Evaluation Plan for South Asia Regional Trade Facilitation Program (SARTFP) & Infrastructure for Development (IFG)

- iv. The findings are consistent with the views of stakeholders and observations from the field.
- v. The evidence and perspectives have been documented in a manner that illustrates the relationships that lead to change, potentially enabling other organisations to reproduce the approach and method.²⁰

DFAT investments are subject to annual Aid Quality Checks (AQC) to ensure they are performing well and achieving their intended results. This evaluation uses a different methodology from DFAT's AQC. Although the ratings broadly correspond to the AQC scores, (see table 3) they should not be aggregated or assumed to be directly comparable without context.

Table 3: Evaluation Ratings

Description	Rating	Explanation	AQC equivalent rating
Findings are not supported by evidence	0	No criteria have been met	Very poor - unsatisfactory
Findings are supported by weak evidence	1	One criteria has been met	Poor - unsatisfactory
Findings are supported by adequate evidence	2	Two criteria have been met	Less than adequate - unsatisfactory
Findings are supported by good evidence	3	Three criteria have been met	Adequate - satisfactory
Findings are supported by strong evidence	4	Four criteria have been met	Good - satisfactory
Findings are supported by very strong evidence	5	Five criteria have been met	Overall rating is very good - satisfactory

Recommendations

This evaluation report makes recommendations that arise from the findings. These are based upon the data and information gathered during the short period of the evaluation. Some of these recommendations flow logically from the key findings, whereas others are where the evaluator has attempted to interpret how program objectives can best be met, given the practical circumstances in which it operates.

However, for various reasons unknown to the evaluation team, these recommendations may not be possible to implement, or may require resources that are not yet available. Therefore, these recommendations are designed to inform further discussion, instead of being definitive.

Limitations

There were several limitations anticipated and realised during the project:

- The resources allocated to conduct the evaluation were limited. This limited the evaluation team's ability to reschedule interviews if informants were not available and constrained the extent and depth of document analysis possible.
- It was noted that although the results framework for IFG is agreed, it was created after the program had started. As a result, there are no baseline measurements in the results framework from which to measure progress quantitatively.
- Project documentation for the reviews were still being received (and in some cases not received at all) when the evaluators were conducting in-country informant interviews.

²⁰ To achieve this score, the evaluation team would expect to see the explanation of ^{how} the hypothesis – for instance a 'Theory of Change' - has been tested by emerging evidence and adapted accordingly.

- The time constraint limited the extent/depth of document analysis possible, and limited ability to reschedule interviews if informants were not available.
- Due to scheduling or emergent issues, the evaluation team was able to interview only eight from the 12 Task Team Leaders responsible for projects selected for further analysis, and a selected number of interviewees from DFAT and the TAF. A full list of interviewees is provided in Annex 8.
- The evaluation team received some project documentation for ten of the 12 selected projects. The two exceptions included one project selected for in-depth study:
 - IFG - Chittagong Urban Resilience and City Development Strategy
 - SARTFP- Advancing Women’s Enterprises for Economic Impact in the farm/non-farm value chain and regional trade

Main Report: Evaluation Findings

The following sections detail the evaluation findings and provide a rating for each of the dimensions: *effectiveness, efficiency, relevance and gender equality*. Findings from the specific projects reviewed are woven throughout these sections where appropriate, however supporting information and tables are included as annexes to provide a short and readable review. Each of the four parts of the evaluation are connected and, within respective programs, activities often contribute to more than one objective. While attempts to avoid duplication have been made, it is inevitable that some points are made in more than one section.

Part One: Evaluation of IFG

IFG Effectiveness

Rating: 3 - Findings are supported by good evidence

There is good evidence the program has been effective in achieving its goals and this section provides examples to illustrate the degree to which the evidence supports the rating.²¹ However, it has proved difficult to assemble a coherent narrative of how IFG investment has been effective in achieving broader influence based on the information gathered for this evaluation. Furthermore, the absence of a complete strategy and monitoring plan from the outset of the program limits the extent to which effectiveness can be measured, which would have defined the indicators of effectiveness. For most of its implementation, IFG operated without a results framework.

Overall, this evaluation reveals some weaknesses in the way the IFG program was monitored and evaluated, which were acknowledged by DFAT in 2016.²² Because of this, the World Bank did strengthen the IFG results framework to try to demonstrate how activities within projects contribute to the program level goals. Nonetheless, without a more effective communication plan, it is difficult for either WB staff, DFAT or evaluators to trace how IFG investments contributed to strategic goals or influenced other investments.

The 2016-17 annual review claimed the program was contributing towards ‘shifting the status quo in South Asia’. This implies systemic transformation of institutions, policies and processes. There is some evidence of change in these areas, but it is difficult to attribute this to any one program.

There is indication where IFG can influence the World Bank effectively, it can lead to influencing large amounts of investment. While the claim is difficult to validate, IFG’s analytical work has informed the substantial infrastructure work and portfolio in the region, totalling USD 8 billion to

²¹ Based on literature review, informant interviews and selected project analysis

²² DFAT’s Aid Quality Check for IFG, 2016

date, with USD 1 billion in the pipeline. The Bank states the analytical work funded under IFG would not otherwise have been conducted.

Most relevant Medium-Term Outcomes to this section:

MTO A: IFG activities support critical policy and reform measures in priority sectors (transport, energy)

MTO B: Increased quality and volume of Sector investments (transport, energy) unlocked or leveraged from the World Bank and from external resources (donors, Public Private Partnerships), as a result of IFG work

MTO D: IFG contributes to improved effectiveness of World Bank Operations in transport and energy in South Asia

There is good evidence of the role of research and analysis in addressing knowledge gaps in areas of energy, transport and climate change.²³

Where infrastructure is financed or supported by the World Bank, IFG funding aims to **improve the quality** of these investments. This may take the form of funding analytical work that client governments would not otherwise have undertaken, but which inform the design and execution of the project by mitigating some of the negative consequences of infrastructure.

South Asia's Hotspots report²⁴ is an example of IFG funding being used for innovative analytical work. The first of its kind in the region, the objective is to understand the impact of climate change at a granular level in South Asia. By using detailed climate and household level data, the report identifies focus areas which are intended to help national and sub-national governments in their allocation of financial and human resources. The findings are also intended for use by Bank teams during in-country policy dialogue, and when teams are designing projects in specific locations identified as hotspots in the report. There is evidence this is starting to happen, with the findings being used in an agricultural resilience and insurance project in India to analyse how insurance coverage can be improved in the hotspots. Interviews with the World Bank's Chief Economist's Office of South Asia indicated it is unlikely other internal financial resources were available to do this specialised technical analysis, and would not have been possible without the support of IFG.²⁵

Situational analysis and benchmarking has been used successfully in IFG projects as a means of informing how loans are managed, for example in the Trade, Logistics and Competitiveness in the Port Sector project in South Asia. In this project, the World Bank's Transport Team used IFG funding to address a lack of knowledge about the current state of the port sector in the region.

Introducing analytical work into policy making is challenging. The World Bank's Transport Team acknowledged that in this project, some governments were not interested at the outset and saw the benchmarking of port performance as politically sensitive.²⁶ However, as the research findings and potential for application started to emerge they became more engaged. Because the research was objective and factual, this allayed concerns of politicisation.

The examples above illustrate that IFG supports the World Bank's role in filling knowledge gaps that inhibit countries in the region from developing efficient and appropriate infrastructure. Partner governments are usually not able to fund this sort of research and analysis, as such spending is separated from capital investment in national accounts, often barring them from using debt to cover

²³ Relevant for **MTO A:** IFG activities support critical policy and reform measures in priority sectors (transport, energy)

²⁴ Mani, Muthukumara; Bandyopadhyay, Sushenjit; Chonabayashi, Shun; Markandya, Anil; Mosier, Thomas. 2018. South Asia's Hotspots : Impacts of Temperature and Precipitation Changes on Living Standards. South Asia Development Matters, Washington, DC: World Bank. <https://openknowledge.worldbank.org/handle/10986/28723>

²⁵ Based on interviews with multiple members of the World Bank's Chief Economist's Office of South Asia

²⁶ Based on interviews with multiple members of the World Bank Transport Team

the cost. Through identifying important areas where knowledge is sparse, with no organisations or governments capable of filling that gap, the Bank has found effective ways to use IFG funds.

*There is good evidence that research and analysis is improving the quality of World Bank loans, with signs that analytical work influenced other projects and divisions within the Bank.*²⁷

One measure of IFG's success is the extent to which the WB found **new ways to positively influence an infrastructure project**, simultaneously stimulating borrowing for productive investment, whilst also ensuring the project is well designed and executed, and attention is paid to development outcomes and sustainability. Projects may include ongoing WB infrastructure loans to countries in South Asia, as well as new opportunities identified by the Bank or requests from client governments. The World Bank's annual report describes IFG as raising the quality of the World Bank's analytical and operational work.²⁸ However, it is not clear from interviews or the literature review, how much of this improvement in the Bank's operations would have happened anyway as part of ongoing reforms, or how much can be attributed to DFAT support.

Box 1 provides a case study to illustrate how the World Bank transport team has utilised IFG funding to improve the quality of their loans. The team identified the need to benchmark global metro stations to provide appropriate international examples and recommendations to India, and other countries, to inform decisions on metro investments and operations.

Box 1: Case Study- IFG Project TFOA0727: International Experiences with Urban Rail Funding, Institutional Frameworks, and Private Sector Participation²⁹

Project objective: To provide India and other countries with international examples and recommendations for the institutional, financial, regulatory, and policy environments required to plan and build urban railways. Funding: USD350,000 IFG plus USD70,000 DFID³⁰

The WB team collaborated with a group of technical experts from the [Railway and Transport Strategy Centre \(RTSC\)](#),³¹ at Imperial College London and the Community of Metros (CoMET) benchmarking group. Analysis of global metro systems enabled metro operators to be benchmarked as well as drawing insights and identifying lessons learned such as: best design attributes for a metro system, when and how to approach investors, and ongoing metro maintenance. Through improving urban transport infrastructure, countries can boost the efficient clustering of certain industries, which in turn become regional production and trading hubs.³²

The World Bank presented its research findings, including best practices, to policy makers and drafted a note on how to establish a metro ticket pricing system. The findings were intended to inform, among others, the Government of India (GOI). The World Bank claims the project influenced the fare fixation decision for the Delhi metro.³³ The interviewee indicated that the World Bank subsequently received two more loan requests to fund metros in India which the Bank is confident were informed by the research work. These were ultimately withdrawn due to India being close to the single borrower limit at the World Bank. The latest update indicates that AIIB will finance the investment and the World Bank will provide a guarantee, so the project may still be realised.

²⁷ Relevant for **MTO B**: Increased quality and volume of Sector investments (transport, energy) unlocked or leveraged from WBG and from external resources (donors, Public Private Partnerships), as a result of IFG work

²⁸ World Bank-DFAT 2014. Partnership for South Asia Annual Report 2014. World Bank, Washington

²⁹ Case study sources include: World Bank formal reporting to DFAT, specific project documentation shared by the World Bank, interviews with project Task Team Leader and Practice Manager, follow up emails and phone calls and where possible checking of external links to verify information provided.

³⁰ 2015 PFSA Annual Report 2015

³¹ <http://www.imperial.ac.uk/transport-studies/railway-and-transport-strategy>

³² ITF (2008), The Wider Economic Benefits of Transport: Macro-, Meso- and Micro-Economic Transport Planning and Investment Tools, ITF Round Tables, No. 140, OECD Publishing, Paris

³³ Interviews with Task Team Leader from the World Bank Transport Team

Research findings are also being used in the design of the World Bank-supported Mumbai Urban Transport Project III. Specifically, this will entail lessons learned on communications-based train control (signalling systems) and installing them on brownfield railway operations (which metros around the world have struggled with considerably).³⁴

The study findings were presented at the OECD transport forum³⁵ where they garnered substantial interest and press coverage. For example, the Washington Post ran an article on how the findings could inform Washington metro improvements.³⁶

IFG enables some teams in the World Bank to take a more holistic system view, rather than being trapped in sector-based thinking.

In interviews, the WB Transport team emphasised the benefits of flexibility within IFG for funding analytical work, enabling the Bank to respond to needs as they are identified. It was noted that although sometimes the analytical work did not lead to a specific investment, it always initiated a valuable dialogue, both internally and with client governments.

There is good evidence the World Bank transport team is approaching issues from a connectivity and logistics standpoint rather than simply responding to loan requests.³⁷ The case study below is an example of this and illustrates how an IFG project helped the Bank identify knowledge gaps, take calculated risks and improve their own approach to investing in infrastructure projects. In this example the IFG program helped the World Bank and Government of India recognise that infrastructure projects are not sufficient in themselves to boost growth but need to be part of a whole system that connects people to each other and to government services as well as to markets.

Box 2: Case Study- IFG Project TFOA0308: Eastern Corridor Intermodal Transport and Logistics in India³⁸

Project objective: To identify and define the potential for increasing intermodal transport and improving logistics along the Eastern Corridor in India to improve its ability to move freight seamlessly and cost effectively from centres of production to centres of consumption or to export markets. Funding: USD600,000 from IFG.³⁹

Interviews indicated that while the current Indian government is pro-reform, like many bureaucracies, bureaucrats in the Indian administration are usually generalists and not technical specialists, and move to other ministries every few years.⁴⁰ Therefore, they are not always equipped with the knowledge to implement such reforms and have other priorities predominately in terms of their respective ministries, competing for funds for highways, railways and waterways. Consequently, it was difficult for ministries in charge of highways, railways, and waterways to work together and as such were less obvious in their support to implement reforms.⁴¹

In response, IFG funded study trips for Government of India (GOI) officials to see first-hand global best practices and latest examples of intermodal transport and logistics and to build trust across the ministries. Sites visited included The Netherlands, UK, Germany, USA and China. The officials learned which services and investments add value in terms of broader economic and human

³⁴ 2016 IFG Annual Report & interviews with World Bank Transport Team

³⁵ **The Operator's Story**, Emerging Findings, Railway and Transport Strategy Centre, OECD ITF 2017, Leipzig May 2017

³⁶ Detail provided by informant during interview- no link to news article

³⁷ Relevant for **MTO D**: IFG contributes to improved effectiveness of World Bank Operations in transport and energy in South Asia

³⁸ Case study sources include: World Bank formal reporting to DFAT, specific project documentation shared by the World Bank, interviews with project Task Team Leader and Practice Manager, follow up emails and phone calls and where possible checking of external links to verify information provided.

³⁹ 2015 PFSA Annual Report 2015

⁴⁰ Interview with Task Team Leader from the World Bank Transport Team

⁴¹ Interview with Task Team Leader from the World Bank Transport Team

development. They also started to see the benefits of working more collaboratively and started to discuss how to improve transport and mobilise financing.

The World Bank is financing significant investments in Indian railways including supporting the Eastern Dedicated Freight Corridor. By increasing the Indian Railways' freight carrying capacity and transferring freight to dedicated freight-only lines, it is hoped that congestion on existing railway tracks in the lower Ganges basin will ease, improving passenger rail services. The region is one of India's poorest and most densely populated and its citizens rely heavily on rail transport for affordable travel.⁴² Additionally, these innovative freight-only corridors will make it much cheaper, faster, and more reliable to move goods between the industrial heartland in the north and ports on the eastern and western coasts.

The Delhi to Kolkata segment of the Golden Quadrilateral,⁴³ the largest highway in India, runs next to the railway. The WB financed the expansion of this highway some 10 years ago. The WB has provided a series of loans for highways, railways and inland waterways development and expansion along the corridor over a period of 10+ years with loans totalling around USD3 billion, with the GOI investing another USD3 billion.

Because these loans have historically been parallel investments, the WB identified an opportunity to explore how to better integrate across sectors. The IFG project funded a study that looked at these investments, including more broadly how these 3 modes of transport can be better integrated, how to achieve effective movement of cargo, support economic growth and human development.

The World Bank subsequently received loan requests from GOI for a \$400 million freight village and logistics hub and port-hinterland connectivity. Prior to IFG, the GOI, and other countries were interested only in building big standalone infrastructure projects and the World Bank lent accordingly.

One measure of effectiveness of the World Bank's analytical work under IFG would be evidence that client governments place more value on analytical work to improve an infrastructure or energy investment by allocating their own resources for analysis. Although progress varies between countries, positive signs include India commissioning more studies and the evolution of the Bank's role from funding and implementing analytical work in Bangladesh, to taking an advisory role for government-funded analytical work.⁴⁴

*There is some evidence of IFG's analytical work being associated with other investments but the precise role that IFG plays in attracting such investment is not well defined.*⁴⁵

The World Bank reported that over USD1 billion in lending (with a further \$1.5 billion in the pipeline) was leveraged by \$1.38 million of IFG funding, and that just two IFG activities have attracted over \$500 million in external donor funding.⁴⁶ These are very substantial claims of what the World Bank itself describes as 'outstanding progress'.⁴⁷ However, to prove effectiveness, the evidence would need to show the extent to which IFG unlocked **additional lending** that would not otherwise have been made. Such evidence did not arise during this evaluation.

⁴² <https://www.railway-technology.com/projects/eastern-dedicated-freight-corridor-edfc/>

⁴³ Golden Quadrilateral is a network of highways connecting India's four top metropolitan cities, namely Delhi, Mumbai, Chennai and Kolkata, thereby, forming a quadrilateral. The largest highway project in India, the Golden Quadrilateral project was launched in 2001 as part of National Highways Development Project

⁴⁴ Examples provided during interviews with World Bank Global Practice Managers and Task Team Leaders

⁴⁵ Relevant for **MTO B-** Increased quality and volume of Sector investments (transport, energy) unlocked or leveraged from WBG and from external resources (donors, Public Private Partnerships), as a result of IFG work

⁴⁶ IFG ANNUAL REVIEW – 2016 & interviews with the World Bank

⁴⁷ World Bank, 2016. IFG Annual Review Report (provided to evaluators by DFAT)

Although there is evidence of IFG's analytical work complementing the Bank's investments, gathering the necessary information to determine how IFG investment influenced World Bank strategy in the region, or unlocked new investment, is very difficult. This is an area that needs significant attention. Understanding the pathway of how an IFG project influenced change is important for both the World Bank and DFAT and has broader application for both, especially when considering the scale of the portfolio. For example, according to the World Bank, IFG analytical work is informing USD8 billion total (USD1 billion upcoming) of infrastructure work in the region.

IFG supports the technical coherence of energy and transport investments planned by the Bank. However, there is less evidence of IFG influencing the way infrastructure projects will affect human welfare or gender equality.⁴⁸

Much of the evidence of effectiveness outlined so far focuses on physical assets such as infrastructure and knowledge products. The evaluation also explored the extent to which the World Bank measured transformation in the lives of people, especially women, in the countries where IFG projects were implemented. There was less evidence in program documentation or interviews in this regard.

Effective communication is the essential ingredient required to nurture influence. An example of where case studies could be used better is 'Lighting the Way in Manipur'⁴⁹; a case study about institutional strengthening and capacity building reforms for the Manipur State power distribution company. The 2016 case study contains stock photographs of women using energy at work and in the home, however there is no mention of women or gender in the text itself. While this case study may not have originally been intended to showcase gender, it may be an effective example of mainstreaming gender, as women are depicted in a variety of work settings that differ from traditional roles. Furthermore, as part of the same multi-loan investment in the North-Eastern region of India, in 2015 IFG funded an analysis of gender and access to power,⁵⁰ with the intention that this would improve how investments are planned in this traditionally gender-blind sector. The absence of any discernible connection between the Manipur power project and the IFG gender analysis is a missed opportunity to educate and inform in traditionally gender-blind space.

Efficiency

Rating: 3 - Findings are supported by good evidence

Although the evaluation found sufficient evidence to support a rating of 3, there are areas that require attention.

The rating reflects the evidence, from interviews, follow-up correspondence and the literature review, that IFG is managed efficiently.⁵¹ In particular, the evaluation noted how IFG has been previously assessed by DFAT in the annual aid quality checks, as DFAT staff are in the best position to see how the IFG program was administered. The evaluators did not access the World Bank's online reporting system which contains detailed financial information. However, the data sets shared with the evaluators⁵² by both the World bank and DFAT was presented on spreadsheets that lacked creation dates and version control, whilst discrepancies between data sets were not clear. This impeded the evaluation team's efforts to get a clear picture of project disposition. These issues are included in this report as they lead to recommendations which will improve efficiencies in the oversight of the program in the future. However, these administrative shortcomings did not in themselves warrant a reduction in the rating.

⁴⁸ Relevant for **MTO D**: IFG contributes to improved effectiveness of World Bank Operations in transport and energy in South Asia

⁴⁹ Lighting the way in Manipur, Case Study on Institutional Strengthening and Capacity Building Reforms for Manipur State Power Distribution Company Limited, The World Bank, February 2016

⁵⁰ Gender Analysis of Access to Power, North Eastern Region Power System Improvement Project, The World Bank, September 2015

⁵¹ Literature Review: Independent Evaluation of the South Asia Regional Trade Facilitation Program (SARTFP) and Infrastructure For Growth (IFG) Programs

⁵² Annex 6: Documents Reviewed

The lack of a results framework until 2016 was inherently inefficient

Developing a results framework at the beginning of the program would have allowed programs and teams (both World Bank and DFAT) to better plan for shared objectives and focusing on the most efficient way to achieve agreed goals, including guiding allocation of resources.

The issue of establishing a results framework at the outset of a program with the World Bank is well established in the World Bank's Independent Evaluation Group (IEG) evaluation literature and was noted in the 2015 mid-term review of the PFSA (which includes IFG).⁵³

The efficiency of disbursement rates is hard to judge at a project level because of the way the World Bank shared financial data.

There were significant differences between the February 2018 disbursement data spreadsheet shared with the evaluation team (over 90 per cent of total grant value had been disbursed), and the earlier data shared with the evaluation team (December 2017). For example, there was an increase of almost USD2.5 million in reported total disbursement in the two months between the two reports. This is a movement of 15 per cent of the total IFG budget in a very short time. When the evaluation team queried the discrepancies, the relevant World Bank staff explained in emails that when a project closes the grant allocation recorded on the spreadsheet is automatically adjusted to the amount that was actually disbursed.

The World Bank explained that it is standard practice for a grant amount to be altered to match its total disbursements at the time it is closed, as this enables the team to keep track of how much of the total budget for the program is still available to allocate.⁵⁴ For example, some projects have had their original grant allocation sum reduced to match the actual disbursement, whilst others have had their grant increased, so the net grant amount for the total of all projects stays almost the same. The explanation given by World Bank staff was that increases in grant amount are due to "top-ups". The Task Team Leaders are conservative when budgeting the amount required at the inception of the project, but with proper justification and endorsement by the practice manager and country management unit, some grants do get top-ups to allow them complete activities. Top-ups of over USD 50,000 need a no-objection approval from the Internal Review Committee, while top-ups under this amount, with proper justification, can be approved by the program manager in consultation with the director.⁵⁵

This evaluation assumes that the redeployment of funds between grants, increasing some project allocation while reducing others, is within the remit of the World Bank based on its agreement with DFAT.

In the opinion of the evaluator, shortfalls in disbursement rates and *ad hoc* reallocations between projects are not a problem if these instances are highlighted in reports and the reasons for the deviation explained, with lessons learned to improve project cost estimation and future grant value forecasting. Indeed, if a project could achieve its goals for less than the budgeted amount, this itself is a sign of efficiency. Whilst project teams can explain any shortfalls, reasons for extension and need for top-up in the WB's annual Grant Reporting and Monitoring (GRM) reports or when submitting such a request to the Secretariat, there is no clear audit trail in the shared data.

Recommendation

- 1. Agree on a common reporting standard** for reporting grant data, allowing opportunities for discussing significant budget reallocations with DFAT.

⁵³ Freeman, P. 2015. Independent Mid-term Review of the Australian Foreign Affairs and Trade – World Bank Partnership for South Asia. Australian Government and World Bank.

⁵⁴ Based on written correspondence with the IFG Secretariat to discuss this issue

⁵⁵ Written response from the IFG Secretariat to disbursement query & review of PFSA Administration Manual V2.0-April 2016

Relevance

Rating: 4 - Findings are supported by strong evidence

The evaluation found strong evidence from multiple sources⁵⁶ to support the finding that IFG remains relevant. The program has been aligned with DFAT objectives and priorities for the South Asia region.⁵⁷

IFG is strongly related to Australian government objectives and other Australian government policies within the region

An examination of the objectives and activities of a selection of IFG projects, combined with interviews with both World Bank and DFAT staff, shows consensus that IFG has remained relevant to Australia's changing aid priorities. It encompasses DFAT's investment priorities in gender equality and empowering women and girls; infrastructure, trade facilitation and international competitiveness. IFG's goals and cross-cutting themes coincide with Australia's aid policy and economic diplomacy agenda, as described in the recent Foreign Policy White Paper.⁵⁸ For instance, the activities in transport connectivity and cross-border trade support the foreign policy objective to 'help build the infrastructure and capacity that developing countries need to benefit from trade'; Almost half of the projects are situated in India, described by the White Paper as sitting 'the front rank of Australia's international partnerships',⁵⁹ and therefore IFG will continue to be relevant to Australia's partnership with India and the region.

The data available to this evaluation shows that IFG funded 53 activities since 2012, all of which were relevant to Australia's aid and foreign policy priorities to a greater or lesser extent. Australian Government priorities have changed over the course of IFG's existence, and the inherent flexibility of the IFG program has enabled the Secretariat to adjust project priorities in response to changes in policies and priorities in DFAT, particularly after changes in the Australian Government after elections.

The Government of India's Act East policy demonstrates that regional connectivity remains a priority for South Asia.

External stakeholders from the region confirmed that in political terms, it is a good time for programs with a regional focus.⁶⁰ They noted recent changes in tone in South Asian politics and relationships, which makes IFG even more relevant to respond to these emerging opportunities.⁶¹

The Government of India's Act East policy suggests that addressing regional connectivity constraints is becoming more of a priority for South Asia, with potential for increasing energy exports and reducing non-tariff barriers.⁶² IFG's work is clearly relevant to this emerging theme, with over half of investments made into the transport and energy sectors.⁶³

IFG is strongly relevant to existing World Bank South Asia priorities

The review of World Bank documents provided for this evaluation⁶⁴ shows that IFG is consistent with, and responsive to, partner country policy priorities and initiatives as reflected in the Bank's Country Strategies and implementation portfolio. For example, the Bank's strategy for India supports

⁵⁶ Interviews with informants from DFAT, the World Bank and other stakeholders. Literature review: Independent Evaluation of the South Asia Regional Trade Facilitation Program (SARTFP) and Infrastructure for Growth (IFG) Programs

⁵⁷ DFAT, '2017 Foreign Policy White Paper', Canberra

⁵⁸ Ibid.

⁵⁹ Ibid, p.42

⁶⁰ Interviews held in Delhi with stakeholders outside DFAT and World Bank, Feb 2018

⁶¹ IFG Annual Review report (Draft), 2016

⁶² <https://www.hindustantimes.com/analysis/boosting-business-in-the-bangladesh-corridor-is-crucial-to-india-s-act-east-policy/story-QQil8gOEvRPEX6XZshJteP.html>; accessed May 2018

⁶³ Evaluation team's analysis of disbursement data supplied by World Bank, as at December 2017.

⁶⁴ See Annex 5: Documents Reviewed

poverty reduction, inclusion and shared prosperity, all of which are covered to varying degrees by IFG projects.⁶⁵

IFG is aligned with the relevant sector investment priorities identified and supported by each of its Global Practices focused on Transport, Energy, Environment, Water, and the Global Social, Urban and Rural Development. The investment aligns with the World Bank regional strategy for South Asia, which prioritises regional integration and gender equality.⁶⁶

IFG activities fill the gap of preparatory work and technical analysis, which are critical for infrastructure programs but challenging to source from government funding.

Evidence from the literature review and interviews indicates IFG's **portfolio approach** has been both strategic and opportunistic, both in terms of prioritising the most critical needs of the region and being able to flexibly respond to emerging partner priorities as these arise.⁶⁷ Buying into the World Bank's larger regional connectivity portfolio has enabled IFG to have reach and influence in the South Asia region. In a complex geopolitical context involving national rivalries and disputes, the World Bank has the advantage of being politically neutral.⁶⁸ The flexibility of the Trust Fund instrument has enabled the Bank to use technical entry points to engage with sensitive issues, and to extend reach to lagging and conflict-affected areas. New technical analysis, innovative tools and options are helping to address critical bottlenecks to regional integration in South Asia, and to inform and influence the direction of government investments and programs. IFG also provides entry points for dynamic dialogue with partner governments on regional issues that go beyond the mandate of the Bank's country level portfolios.

Gender Equality

Rating: 3 - Findings are supported by good evidence

This rating acknowledges that the original design of IFG would not have envisaged evaluating its impact on gender equality. Nonetheless, the approach to gender equality has evolved throughout the program.

Most relevant Medium-Term Outcomes to this section:

MTO C: IFG strengthens Social Inclusion and Gender equality and empowerment in transport and energy sector investments

The World Bank acknowledges it experienced internal challenges in integrating gender into a traditionally 'gender-blind' space. There is more evidence of progress within Transport than in Energy and Extractives.

There was consensus among World Bank staff interviewed that integrating gender equality is a work in progress.⁶⁹ This is also reflected in the Bank's 2016 IEG Evaluation report (emphasis added):

'...Over the past few years, the Bank Group has made steady progress in moving the gender agenda forward. Concrete actions include the creation of the Gender Labs, the production of an increasing number of impact evaluations, the preparation and implementation of Regional Gender Action Plans, and the development of a new World Bank Group Gender Strategy. These efforts have

65 Freeman, P. 2015. Independent Mid-term Review of the Australian Foreign Affairs and Trade – World Bank Partnership for South Asia. Australian Government and World Bank.

66 DFAT, SARTFP and IFG Aid Quality Check, 2017

67 Sources include: multiple interviewees from DFAT and the World Bank, IFG Aid Quality Check reports, IFG annual reports

68 Letter from World Bank's Vice President for South Asia region Annette Dixon to Indian Envoy, July 2017, reported in <https://www.hindustantimes.com/india-news/world-bank-assures-neutrality-in-india-pakistan-talks-over-indus-waters-treaty/story-mjhsABmxPNzQeXQWeDc7UN.html>; accessed February 2018

69 Notes from interviews with World Bank staff including senior World Bank informants

brought greater focus on gender issues at various levels; **however, the results of that increased attention are not yet evident**.⁷⁰

Interviews for this evaluation revealed there is appreciation by World Bank staff how consultation that includes marginalised groups – such as women – can strengthen the design of projects.⁷¹ Where this has happened, it has been effective, for instance in the case of the civic engagement platform for urban service delivery in Chittagong. This IFG project helped promote hands-on collaboration among various stakeholders, management that was tailored to the local reality, and strengthened operational and tactical planning.

There was good evidence the transport sector team included some champions of gender equality, whom are actively learning how to look at their sector from a different perspective.⁷² For example, IFG funding enabled support to mainstream measures that improve safety and security, as well as reduce the risk of violence against women and girls on transport in Mumbai, to be provided at the early design stages of the USD600 million Mumbai Urban Transport Project.

There was also evidence of efforts made to use IFG funding to incorporate a gender lens into the energy sector projects, for example with an Analysis of Gender and Access to Power in the North-Eastern Region. However, it is not clear how the results of this analysis have informed future developments within the investment.

This evaluation finds that gender being a cross-cutting theme in IFG did not lead to gender equality being integrated into all projects. Instead, a small number of projects with 100 per cent gender focus offset the majority that reported none, or little focus.

The evidence is not definitive regarding the extent to which Bank practices and processes are treating gender equality with a higher priority than before. Interviews with Task Team Leaders revealed differing views about the importance and practicalities of integrating gender equality into their projects. Those that are more engaged with technical infrastructure studies were not treating gender equality as a priority, whereas some others were very concerned with gender issues. In the opinion of the evaluation team, this tendency for staff to perceive gender concerns to be a discrete project intervention, instead of a way of thinking about all development, may have been exacerbated by IFG presenting gender as a cross-cutting theme rather than integrating it into all aspects of project design.

The evidence for this approach to gender can be found in the way some IFG projects, driven by Task Team Leaders with more interest the subject, claim to have a 100 per cent gender focus, despite IFG (unlike SARTFP) lacking an explicit gender integration goal. These are listed in the table below. The social development team provided recommendations about how to integrate gender equality into Global Practices (such as transport, energy etc.).⁷³ However, no evidence was found on how this work has influenced other IFG projects. The evaluation team received the impression that for some Task Team Leaders, gender equality is not yet an essential component of all infrastructure design.

Table 5 – IFG projects with exclusive gender equality focus

IFG Project	Reference	Budget (USD, rounded)
Evaluating Gender Gaps in Infrastructure	TF0A2612	250,000
Creating GBV Community Networks	TF017707	600,000

⁷⁰ World Bank Group IEG 2016. Learning from IDA Experience: Lessons from IEG Evaluations. World Bank, Washington

⁷¹ Based on interviews with World Bank Global Practice teams working on IFG projects: Energy & Extractives, Transport, Trade & Competitiveness

⁷² Based on interviews with members of the World Bank Transport team, Social Development Team and other non-Transport Team World Bank informants

⁷³ Internal World Bank project documentation and emails shared as part of the detailed study in projects selected by the evaluation team

South Asia Regional Facility for Women's Economic Empowerment and Integration	TF016426	385,000
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The potential to make more progress on integrating gender is enhanced by the recent announcement by the World Bank Vice President for South Asia, introducing a regional commitment that 100 per cent of Bank operations for South Asia must be '**gender-tagged**'.⁷⁴ This target does not yet include the sort of analytical work performed by IFG projects, however considering the global target is 55 per cent for all World Bank projects this is encouraging.

Where the teams have the capacity, technical know-how and resources to follow up on gender issues, they are more likely to do it.

As mentioned previously, sectors such as infrastructure and energy within the World Bank operate in a traditionally 'gender-blind' space.⁷⁵ Staff develop their work based on existing processes, with little incentive to break out of these habits, for instance by introducing gender equality concerns. Unless staff are already accustomed to reflecting on gender equality and possess the technical skills to operationalise it, the involvement of IFG does not of itself inculcate new habits. Some WB staff explained that even where wider stakeholder consultation was included in project design (with the objective of including the concerns of women), there were few opportunities to integrate gender concerns into the project. This is because the gender integration point in the project should have been early in the design process addressing the **social or economic challenges** of how to make infrastructure more inclusive and thus transformational.

Some World Bank staff interviewed articulated how a gender lens can be applied in the context of the projects they manage, but for many others it was not obvious.⁷⁶ For instance, it was mentioned by Bank staff that macroeconomic assessments do not always ask social questions. This may result in the lack of seeing a logical entry point to include gender. This highlights the need for internal WB support for more input from the Bank's Gender and Social Development team and the respective Global Practice Gender Focal Points to address this gap between aspiration and practice. If it is not considered at the project design stage, then it becomes harder to integrate later, thus almost inevitably gender becomes a generic cross-cutting theme, attached to projects as an afterthought, or diverted into a niche side project.

IFG has contributed to improving the enabling environment for gender equality being integrated into future infrastructure projects.

Including gender as a cross-cutting theme in IFG has not yet led to significant advances for gender equality within the IFG projects analysed for this evaluation.⁷⁷ However, the World Bank cultivates long term relationships with partner governments to manage multi-year loans for infrastructure, energy and transport. The involvement of IFG in many of these relationships and deals has stimulated an evolution in the way gender issues are discussed and respected when large projects are being planned.

Part Two: Evaluation of SARTFP

Effectiveness

Rating: 3 - Findings are supported by good evidence

⁷⁴ The Bank's monitoring system ('gender tag') monitors and rates projects on their "depth" of gender integration by assessing whether the project design integrates (1) gender analysis and / or consultation on gender or gender-related issues; (2) specific actions to address the distinct needs of women and girls, or men and boys, or to positively affect gender gaps; and (3) mechanisms to facilitate the monitoring and / or evaluation of gender impacts through the results framework. The World Bank Group Gender Strategy (2016-23).

⁷⁵ Based on consensus of interviews with World Bank staff that these sectors are challenging to integrate gender equality

⁷⁶ Point consistently raised in interviews with Task Team Leaders and confirmed by some Practice Managers.

⁷⁷ Based on informant interviews, the literature review and selected project analysis

Based on the findings, outlined below, there are indications of development outcomes resulting from SARTFP (including contributions to regional connectivity, trade facilitation and gender) beginning to emerge. **These are strongest at the micro level** (for instance cross-border markets, inland waterways). It will help monitoring and evaluation to be better aligned with the nature of the program if the Medium-Term Outcomes (MTOs) were renamed as long-term outcomes. Developing some short- to medium-term outputs and indicators would then enable such results to inform course correction by the program where needed.

The program strategy encourages SARTFP to be more innovative than IFG, with an appreciation by the donor that encouraging innovation means greater uncertainty around the likelihood of positive impact and the time it takes for measurable outcomes to emerge.⁷⁸ Innovation carries the risk of failure, but with the possibility of more profound success that can be replicated elsewhere at lower risk.⁷⁹ Because innovation requires an adaptable project design that reacts quickly to changing outputs, this also calls for more agile approaches to managing performance.⁸⁰ This makes it crucial for SARTFP work to be measured and communicated effectively. However, SARTFP is not yet effective in this area. Where results are reported, they are not set in context or analysed in a manner that will lead to lessons being learned and the approach adjusted where necessary. Reports of effectiveness are not verified or independently verifiable, making it hard for DFAT and other program partners to obtain a clear picture. However, the Donor Steering Committee has provided a better overview of what has been happening within SARTFP, which has helped DFAT to better understand the objectives and results of the activities.

Recommendation

2. Consider renaming the Medium-Term Outcomes (MTOs) as long term, and develop short- to medium-term outputs and indicators to enable results to inform course correction by the program.

Most relevant Medium-Term Outcomes to this section:

MTO B: Governments in Bangladesh, Bhutan, India, Nepal (BBIN countries) make **complementary investments** in trade facilitation, cross-border transport connectivity, and local economic opportunity that directly benefit women

MTO C: Governments in BBIN countries take **regulatory and operational measures** in trade facilitation, cross-border transport connectivity, and local economic opportunity, that directly benefit women.

The program has failed to implement a communications plan that supports DFAT public diplomacy. Weakness in communication makes it is hard to track program progress to date.

The challenge for a program that is largely analytical and informative is how to demonstrate that it has influenced change on the ground. With this in mind and to satisfy DFAT's objectives, SARTFP is expected to have a communication strategy. This evaluation suggests that 'communications' encompasses regular reporting to DFAT (as part of the Monitoring and Evaluation task), analysis of project performance to share within the Bank and with other development institutions, and producing materials for use in public diplomacy. For instance, a performance benchmark for SARTFP⁸¹ is to advance public diplomacy and economic diplomacy objectives with three examples

⁷⁸ A senior DFAT official explained that SARTFP was more innovative than IFG, but also more "risky".

⁷⁹ Annual Report of the Government Chief Scientific Adviser (2014). 'Innovation: Managing Risk, Not Avoiding It', The Government Office for Science, London

⁸⁰ Korten, D. (1992) 'Rural development programming: The learning process approach', in Lynton, R. and Pareek, U. (eds) Facilitating Development: Readings for Trainers, Consultants and Policy-makers, London/New Delhi/Newbury Park (CA), Sage, pp. 338–344.

⁸¹ 2015–16 South Asia APPR

each year. Some activities appear to have a lot of opportunity for ongoing public diplomacy (networking, workshops), yet the challenge is to derive material which can be used in such a manner, rather than as one-off communication pieces. However, there was no evidence this target had been met. The weaknesses in communications need attention, having been raised on multiple occasions by DFAT.

Senior members of the SARTFP Secretariat acknowledged there are communication problems.⁸² Now that SARTFP has results to share, the Bank needs to be more systematic in how it approaches communications and public diplomacy. Both WB and DFAT interviewees agreed the style and substance of the communications, including annual reports, need more clarity and structure.⁸³

However, additional reporting and other forms of communication will impose another burden on Task Team Leaders, requiring more management resources in compiling the information and overseeing the quality of the outputs. Therefore, if communications reporting is required then work must be done to design the content around the needs of the readers of the report, so resources can be directed efficiently. Lessons can be learned from other DFAT programs which have been experimenting with various types of reporting, including information that has broader application for public communication and diplomacy.⁸⁴ Identifying the common resources that satisfy the various types of reports required for World Bank internal procedures and delivery timetables, and DFAT requirements for public communication needs could improve the quality whilst reducing the management burden.

World Bank headquarters is working on a regional communications strategy spanning multiple trust funds. This is for an external audience but there are in-country sensitivities around certain topics and some interviewees reported it is sometimes challenging to tell the story⁸⁵. For example, with the Border Haats project there are multiple sources of funding. This underlines the need for a more strategic and innovative approach to communication, to make it less activity-based and more holistic, in a way that illustrates how a multiplicity of interventions work together to make a difference to the lives of people in the region.

Recommendation

3. Produce a communication plan with milestones and resources that communicates ‘performance stories’ as pioneered by other DFAT programs⁸⁶

Because of robust internal review and quality assurance processes there is evidence of Task Team Leaders expanding their skills to encompass designing projects with a gender lens

There is good evidence, as outlined below, the SARTFP Secretariat strengthens the ability of the program to meet its objectives.⁸⁷ The Secretariat consists of a Window Manager, an M&E Adviser, a Regional Cooperation Consultant and a Program Assistant. It is important to note that none of the current Secretariat were involved in the co-development of governance processes with DFAT. Despite that, they understand and take the program’s aims seriously, conducting due diligence and quality assurance through various internal review processes. When reviewing SARTFP proposals they provide honest, yet constructive, feedback and take a holistic view to look for alignment across regional projects. For example, they are actively looking for ways to operationalise analysis from the IFG funded South Asia’s Hotspots report.

⁸² Interview with two senior members of the SARTFP Secretariat

⁸³ Based on interviews with DFAT and the World Bank and the literature review, such as minutes from SARTFP Donor Steering Committee meetings.

⁸⁴ For instance, MAMPU, the women’s empowerment program in Indonesia, has used the ‘performance stories’ approach to good effect.

⁸⁵ Comment made in multiple interviews with World Bank informants

⁸⁶ For instance, MAMPU, the women’s empowerment program in Indonesia, has used the ‘performance stories’ approach to good effect.

⁸⁷ Evidence is from interviews with the SARTFP Secretariat, a variety of other World Bank informants, DFAT, and literature review.

The Secretariat endeavours to identify opportunities for Task Team Leaders to improve their concepts and better integrate gender considerations. For example, in the second round of SARTFP, the Secretariat included a representative from the Indian Council for Research on International Economic Relations (ICRIER), a leading Indian economic think tank, to provide comment and critique the proposals. There is evidence of TTLs expanding their skills to encompass designing with a gender lens (e.g. the TTL leaders for Assam Inland Waterways project and Strengthening cross-border value chains and leveraging local development linkages in the Eastern region of South Asia). The evaluation team were informed during interviews this type of internal review and quality assurance does not usually happen in other trust funds.⁸⁸

SARTFP creates space for innovators within the Bank to design projects that integrate gender equality and inclusive development objectives.

SARTFP intends to help the World Bank improve its policies and processes in the region in sectors not accustomed to introducing social innovation in their projects. World Bank interviewees agreed that it does this by enabling innovators to design projects that do not need to be wholly embedded in the Bank's core business, or the 'business as usual' approaches. Nonetheless, SARTFP involves all kinds of team leaders, from different disciplines and with varying levels of understanding of the program's objectives and existing Bank business. Some World Bank managers acknowledged that Task Team Leaders working on the operational side will place most of their attention on the lending project, rather than the supplementary projects such as SARTFP.⁸⁹ Therefore, management intervention is needed to ensure innovation projects are given due attention and substantively support the goals of the program.

Co-developing the SARTFP theory of change and results framework took almost one year, after DFAT funding for SARTFP had commenced. During this phase, some World Bank sector leaders and task managers with ideas for funding were involved in meetings with DFAT and members of the DFAT-contracted Technical Advisory Facility.⁹⁰ World Bank and TAF interviewees recalled that this process enabled a diversity of individuals from the World Bank, those naturally drawn to SARTFP and its strong gender focus, to be directly involved in aspects of the program and MTO design.⁹¹ This process, which was noted by interviewees as unusual for World Bank trust funds, also facilitated rich discussion of some proposal ideas to 'test' their validity against the objectives of SARTFP. The World Bank staff who were involved at the early stage of SARTFP explained this planning phase was for them a rich experience, where they felt able to be honest about their project proposals and the challenges in achieving their objectives. Proposals were also peer reviewed by the World Bank's gender and social development team and strengthened further.

This required innovation on the side of the donor to fund a trade facilitation program with gender integration, and reformers within the WB to rise to the challenge and create space for early adopters to present their ideas.

Recommendation

4. Ensure ongoing DFAT engagement to encourage Task Team Leaders to continue introducing new perspectives into project design, particularly new approaches to integrating gender equality and inclusive development that can then be shared and replicated across the organisation.

The strategic planning of SARTFP is an improvement on the planning process available to IFG

Much of DFAT's efforts in the early stages of SARTFP focused on working with the World Bank to strengthen the focus on gender equality and develop rigorous governance processes that set out a clear role for both parties. Outcomes from these efforts included the development and

⁸⁸ Interview with senior SARTFP Secretariat members

⁸⁹ Interviews with World Bank Practice Managers and senior World Bank staff

⁹⁰ Interview with SARTFP Task Team Leader

⁹¹ Interviews with TAF members and Task Team Leaders

implementation of a program theory of change and results framework, and a biannual Donor Steering Committee meeting. The World Bank increased emphasis on monitoring and evaluation, developing activity results chains and improved annual reporting processes (including revised input templates for World Bank Task Team Leaders), to highlight how projects contribute to SARTFP medium-term outcomes. As discussed in the previous section, IFG lacked a complete strategy until late in the program, so the SARTFP approach is an improvement on the way IFG was designed and managed. One senior DFAT interviewee noted that DFAT had more input to the strategic direction of SARTFP than with IFG.⁹²

Comprehensive gender-sensitive programming is embedded in SARTFP's design, implementation, monitoring and reporting in terms of the theory, decision making processes, and templates. However, the evidence regarding the strength of these in practice is mixed. For example, the variable quality of round two proposals was highlighted at a World Bank SARTFP Internal Review Committee meeting, with some proposals seen as "retrofitting the regional and gender aspects".⁹³ However, the meeting minutes also provide evidence the Bank recognised this was a problem and discussed ways to improve the quality of future SARTFP proposals.

Recommendations

5. Revisit and refine the SARTFP results framework in the light of implementation experience and an established program Secretariat who were not involved in the original co-development process.

By engaging with a range of partners, SARTFP has begun to influence how complementary investments by other donors may support its objectives⁹⁴

In order to encourage complementary investments that benefit women, the Bank notes a change in thinking by ADB, JICA and DfID, influenced by a SARTFP report containing analytic findings on gender issues such as female wage employment under the Economic Corridors of South Asia activity.⁹⁵ The extent to which complementary investments can be attributed to SARTFP is difficult to judge at this early stage of the program, and may be challenging to calculate in future. However, SARTFP is seen as leading this discussion, and it opens more opportunities to introduce analysis and influence policy.

A more comprehensive measure of SARTFP's gender influence might be evidence of gender programming embedded in key aspects of policy, financing, regulation and program delivery across relevant sectors. For instance, consultations with women's businesses and enterprise groups such as Employment Support (BEES) Network for Women in South Asia, South Asian Women Development Forum, Business for Professional Women Nepal, Bhutanese Association of Women Entrepreneurs and others could provide anecdotal evidence or case-studies of policy and program changes at a local level, such as the stronger inclusion of women in WTO Trade Facilitation National Committees.

Recommendations

6. Track evidence of gender being embedded in key aspects of policy, financing, regulation and program delivery across the relevant sectors to measure the influence of SARTFP on gender programming.

⁹² Interview with senior DFAT official with close experience of both programs

⁹³ Minutes from World Bank SARTFP Internal Review Committee, 3rd February 2017

⁹⁴ Relevant for **MTO B**: Governments in BBIN countries make **complementary investments** in trade facilitation, cross-border transport connectivity, and local economic opportunity that directly benefit women

⁹⁵ SARTFP Annual Review, 2016

Efficiency

Rating: 3 - Findings are supported by good evidence

Overall, the evaluation found good evidence, as outlined in paragraphs below, that SARTFP is being managed efficiently. However, there are shortcomings in the way the TAF is managed which may undermine this component to the program if not addressed.

WB has established an Internal Review Committee for SARTFP as means of quality assurance (includes WB Country Directors, Regional Director, Chief Economist's office, and relevant Practice Managers).

Evidence indicated the World Bank's SARTFP Secretariat and Internal Review Committee (IRC) are actively contributing to an enabling environment for the program to be fully operationalised.⁹⁶ For example, changes were introduced to make the SARTFP proposal selection process more robust and the Secretariat advocated for expanding the number of World Bank Global Practices eligible for funding.⁹⁷ The Secretariat role includes: balancing funding supply and demand; ensuring alignment with the Bank's country programs in South Asia; maximising space for innovation; avoiding overlap of funding requests by having a single point to review progress and disburse. Care is needed to balance tensions between project selection quality assurance and DFAT pressures to disburse funds.

There is good evidence that the TAF has produced positive results (especially developing the theory of change and results framework), but role clarity is now needed to maximise value of any future investment

In a recent report, DFAT rates the management of SARTFP as efficient, with one DFAT Canberra staff member managing both IFG and SARTFP. In addition, DFAT engages five advisers in the Technical Advisory Facility (TAF) to engage on SARTFP at a technical level as required, and whose technical expertise has been crucial to DFAT's ability to influence World Bank processes.⁹⁸

There is good evidence of the TAF working closely with DFAT and the World Bank to develop the theory of change and results framework that explicitly addressed gender equality and providing clarity and coherence to the program. If this additional investment has meant '*getting SARTFP right provided a model for the rest of PFSA*'⁹⁹, that seems, in the opinion of the evaluator, an efficient use of resources. However, clarity over roles is needed if the investment is to continue and remain efficient. The performance of the TAF is discussed in more detail in part three of the findings.

The Donor Steering Committee (DSC) for SARTFP is combined with the DSC for PFSA, with twice yearly SARTFP specific meetings. The minutes from the most recent DSC indicate TAF members were present and all PFSA programs were discussed, to varying degrees of detail. Interviews with DFAT staff support the view that this is an efficient approach that could facilitate cross-program learning, maximise the technical reach of the advisors, and facilitate learning from SARTFP to be shared across the WB portfolio.¹⁰⁰

Recommendation

7. Update the Specific Program Management Arrangements for SARTFP and disseminate to keep all parties (DFAT, WB, TAF) informed of roles and responsibilities in the program.

⁹⁶ Interviews with the World Bank, DFAT and TAF and literature including Internal Review Committee meeting minutes, Donor Steering Committee meeting minutes.

⁹⁷ Internal Review Committee meeting minutes, interviews with SARTFP Secretariat and other World Bank informants

⁹⁸ INL093 Trade Facilitation and Infrastructure (SARTFP and IFG) Aid Quality Check

⁹⁹ SARTFP- DSC meeting minutes Sept 12th 2016

¹⁰⁰ Principally an interview with senior DFAT official with close knowledge of the program, but others supported this general claim

8. Make SARTFP funding accessible to all WB Global Practices to be more effective in influencing WB practices and processes and supporting reformers.¹⁰¹

The SARTFP Secretariat is balancing quality assurance on project selection with program need to disburse funds.

There have been delays in both allocation and disbursement for SARTFP, despite this being raised as a potential problem based on the IFG experience in SARTFP's Framing paper.¹⁰² The delay was attributed to the time required to co-develop the governance arrangements including ensuring gender was integrated in all SARTFP programming. Since then the World Bank reports that allocation and disbursements are on track.¹⁰³

Most SARTFP projects are classified as regional in focus, with India accounting for the majority of those implemented in a single country. The evaluation did not review the geographical spread of unsuccessful proposals, however evidence from an Internal Review Committee meeting indicated that in the second round of SARTFP, some countries had not received adequate attention.¹⁰⁴ Additionally, the SARTFP Secretariat stated that restrictions on Global Practices eligible to submit proposals limited the quality of proposals. Despite these limitations, it is encouraging to see the World Bank's Social Global Practice featuring so prominently. The evaluation team formed the impression from discussions this may be because early adopters of SARTFP are likely to be those who can design with gender equality and a broad development lens in mind.

Recommendation

9. The SARTFP Secretariat monitors the spread of SARTFP funds while maintaining quality thresholds of project selection and implementation.

Relevance

Rating: 4 - Findings are supported by strong evidence

The rating and findings for relevance are similar to IFG, and SARTFP remains relevant to Australia's aid priorities and Foreign Policy White Paper. As a more recently designed program SARTFP has some additional aspects that enhance its relevance.

¹⁰¹ SARTFP started with 3 Global Practices eligible for funding: Trade and Competitiveness; Social Development; and Transport – then based on WB request two more GPS were added (Agriculture and Livelihoods, and Natural Resources,)

¹⁰² DFAT - World Bank SARTFP Framing Paper Feb 2015

¹⁰³ Inferred from World Bank data spreadsheets showing disbursements, supported by comments made by relevant World Bank informants in the regional offices.

¹⁰⁴ Minutes from World Bank SARTFP Internal Review Committee, 3rd February 2017

SARTFP is well aligned with Australian government objectives and other Australian government policies within the region.

SARTFP encompasses DFAT’s aid policy objectives, such as a commitment to both supporting economic growth and women’s economic empowerment in the Indo-Pacific region. It reflects DFAT’s investment priorities in gender equality and empowering women and girls, infrastructure, trade facilitation and international competitiveness. Therefore, SARTFP’s goals coincide with Australia’s aid policy and economic diplomacy agenda, as described in the recent Foreign Policy White Paper.¹⁰⁵

SARTFP includes attempts to counter-balance the potential negative impacts of transport and infrastructure on women and marginalised people.

The 2017 DFAT Foreign Policy White Paper states that “...growth alone will not guarantee prosperity and stability. That is why we focus on poverty reduction and promoting the participation in the economy and society of the most disadvantaged, including women and girls and people living with disabilities”.¹⁰⁶ This calls for programs such as SARTFP to be at the vanguard of finding ways that infrastructure development and regional trade connectivity can be achieved in a way that does not disadvantage certain groups of people.

In support of DFAT’s objective to ensure investment leads to inclusive growth, SARTFP funds are being used to address the negative effects of connectivity, for instance in the project ‘*Addressing Women’s and Children’s Risks from Enhanced Connectivity*’. To maintain focus on this aspect of inclusive development, future SARTFP projects could monitor the degree to which the extensive capital investment in North East India will benefit the local communities, as being situated in a transport corridor could impose the negative consequences of infrastructure development without the benefits of local economic growth.

Recommendation

10. Maintain relevance to DFAT development policy for the region by integrating inclusive growth into SARTFP infrastructure and connectivity investments.

SARTFP aligns with and is complementary to the Bank’s country strategies and investments in each of the BBIN countries, supporting its goals for gender equality and women’s empowerment.

The Bank’s South Asia Regional Gender Action Plan (RGAP) prioritises regional integration and gender equity, with women’s economic empowerment as a central pillar.¹⁰⁷ Additionally, SARTFP aligns with and is complementary to the Bank’s Country Strategies and investments in each of the BBIN countries, enabling a more integrated approach to tackle these key regional issues.¹⁰⁸ Attention is needed to ensure SARTFP activities continue to fill the gap of preparatory work and technical analysis critical for infrastructure and trade facilitation programs, whilst also mainstreaming gender equality in all activities.

Recommendation

11. Continue to fill the gaps in preparatory work and technical analysis on mainstreaming gender equality in all activities.

SARTFP remains strongly relevant to the developmental priorities of the BBIN region and their growing political momentum for closer regional cooperation.

Recent years have seen growing political momentum for regional economic integration in South Asia. There has been a significant improvement in the India-Bangladesh relationship and in the

¹⁰⁵ DFAT, ‘2017 Foreign Policy White Paper’, Canberra.

¹⁰⁶ Ibid

¹⁰⁷ World Bank. 2016. *South Asia Regional Gender Action Plan, FY16-FY21*. World Bank, Washington, DC.

¹⁰⁸ World Bank country strategies and related documents: <http://www.worldbank.org/en/region/sar>

regional sub-block comprising Bangladesh, Bhutan, India and Nepal (BBIN)¹⁰⁹. A shift towards a multilateral approach represents a new opportunity to deepen trade relationships.¹¹⁰ The BBIN countries are the more progressive parts of South, Asia borne out of their health, education and connectivity statistics. Progress in the eastern sub-region is evidenced by cross-country agreements, such as the India-Bangladesh Protocol on Inland Water Transit and Trade. These inter-country agreements provide a credible backdrop for the importance of programs such as SARTFP.¹¹¹

Gender Equality

Rating: 3 - Findings are supported by good evidence

This section illustrates the degree to which the evidence supports the rating. Gender equality is at the heart of SARTFP's work. Based on the findings outlined below, SARTFP is beginning to show it can influence systems both within and outside the World Bank. However, meaningful results and changes to policy and practice will follow only if the SARTFP team continually adapts its gender learnings to program/lending implementation.

If a donor funded program intends to influence World Bank policies and processes, the pathway for achieving such changes needs to be explicitly defined and integrated into the program's theory of change. Similarly, if gender equality has demonstrable and powerful economic and social development outcomes (as suggested by the 'smart economics' thesis expressed by DFAT¹¹²), then integrating gender in World Bank lending and development activities would be part of the core thinking of how the bank operated. Bringing the Bank to the same level as DFAT on this topic can partly be achieved by SARTFP, but it will also require ongoing political engagement by DFAT.

Most relevant Medium-Term Outcomes to this section:

MTO A: Projects in trade facilitation, cross border transport connectivity, and local economic opportunity **financed by World Bank, DFAT and others**, increasingly benefit women

MTO C: Governments in BBIN countries take **regulatory and operational measures** in trade facilitation, cross-border transport connectivity, and local economic opportunity, that directly benefit women

MTO D: SARTFP contributes **to producing and sharing knowledge** on how trade facilitation, cross-border transport connectivity, and local economic opportunity can directly benefit women

MTO E: There is improved **economic opportunity and livelihood** for the poor, especially women, in targeted value chains and corridors

The gender focus of SARTFP is providing resources that do not exist elsewhere for innovators and early adopters in the Bank to demonstrate how gender equality can be integrated into all projects.

Evidence from interviews indicated that SARTFP enabled some innovative, ambitious, and unconventional World Bank projects to be funded.¹¹³ If SARTFP can successfully create space for innovators in the Bank to design with gender equality and a broad development lens, there is potential for significant change that transforms the lives of marginalised people. This type of change,

¹⁰⁹ Prasai, S. and Diya Nag (2017), 'Expanding the Benefits of Trade to Women in the BBIN Region: A Program Design Primer', The Asia Foundation, New Delhi

¹¹⁰ Ibid

¹¹¹ Australia-World Bank Partnership for South Asia (PFSA) South Asia Regional Trade Facilitation Program (SARTFP) 2016 Annual Report, released March 2017

¹¹² DFAT Office of Development Effectiveness (2014) 'Smart economics: evaluation of Australian aid support for women's economic empowerment'; see also foreword to DFAT 'Gender Equality and Empowerment Strategy, February 2016, by Julie Bishop, Minister of Foreign Affairs 'Promoting gender equality is smart economics, and the right thing to do'

¹¹³ Interviews with World Bank Task Team Leaders and some members of the TAF

requiring changes in behaviours, institutions, policies and practice, takes time and will require ongoing commitment of both DFAT and the World Bank beyond the timeline of SARTFP.

One such example is the Buddhist Circuit, which is exploring tourism as a means of poverty reduction and inclusive growth. There are plenty of examples worldwide where tourism has not resulted in positive change for the local economy or local community.¹¹⁴ What differentiates this project is that 'rather than representing a specific type of tourism or market segment, the project's pro-poor tourism approach focuses on how the sector is structured to ensure that local communities and the destinations per se benefit from tourism. It does so by supporting a range of activities from strengthening policies, regulations and institutional capacities to providing basic services to communities and tourists alike and ensuring that economic and non-economic linkages with local communities and entrepreneurs are established throughout the tourism value chain.'¹¹⁵

The case study below explores this in more detail.

Box 3: Case Study: SARTFP Project TFOA311: Buddhist Circuit Project

Objective: i) To harness the power of tourism and pilgrimage for poverty reduction and inclusive growth, particularly in asset rich but economically poor areas, ii) to successfully open up opportunities for skill enhancement as a way of diversifying women's income source, and that fulfil their aspirations and contribute to changing their status in society. Budget to date: USD700,000.¹¹⁶

Results

The Buddhist Circuit Project is in Sarnath, ten kilometres north-east of the heritage city of Varanasi, near the confluence of the Ganges and Varuna rivers. Despite Sarnath being situated in the current Indian Prime Minister's constituency, and thus receiving significant investment in some sectors, the district lacked basic population information.¹¹⁷ Understanding the importance of advocating for change with robust data, the project team saw this as an opportunity and embarked on extensive data collection.

An important aim of the project is to re-position women in society from their current status of being almost invisible. Therefore, consultation needed to include the voices of these women and reflect their lived experiences and aspirations for the future. To do this the project team reported that they sought out the disempowered and made efforts to listen to the quiet voices who often provide the most useful insights. Together, they are trying to find solutions which incrementally can help to turn around perceptions, behaviours and opportunities.

The investment in quality and inclusive data collection and analysis is already showing success:

- A public investment plan has been agreed which starts with provision of basic services (including free access to functioning toilet facilities) to locals, including street vendors, in the surroundings of the main tourist attractions. This will address a fundamental hygiene and safety issue raised by female street vendors during project consultations.¹¹⁸
- Previously unlikely alliances are being formed such as the Archaeological society of India working together with street vendors¹¹⁹

¹¹⁴ <https://www.weforum.org/agenda/2017/08/the-growth-paradox-can-tourism-ever-be-sustainable/>

¹¹⁵ World Bank blog: Government and World Bank Sign New Agreement to Unlock Tourism Potential of Uttar Pradesh. December 28th 2017

¹¹⁶ SARTFP Donor Steering Committee Meeting, Activity Updates, December 2017

¹¹⁷ Information provided during interviews with World Bank informants working on the project

¹¹⁸ Ibid

¹¹⁹ Information provided during interview with World Bank informants working on the project and verified during evaluation field visit where evaluator met with male and female groups of street vendors

- The Tourism Minister requested all the data collected to help inform tourism policies and investment strategy.

To highlight the broader opportunity this holistic approach presents, the WB is supporting multiple tourism-related loans. It includes USD57 million to Uttar Pradesh for its Pro-Poor Tourism Development Project, the first WB-financed loan on tourism in India, and the State Government of Madhya Pradesh USD120 million for Inclusive Tourism Development Project under preparation.¹²⁰

There is good evidence that the World Bank is investing in internal policies and processes concerning gender equality.

The Bank's gender strategy suggests that every project taken to the Board is expected to have a gender dimension, but it is not a requirement.¹²¹ Also, every Global Practice has a **gender practice note**. The inclusion of gender in this way may satisfy the objectives of 'mainstreaming', in the sense that gender considerations are regarded as conventional and normative, but it does not reach the requirement in SARTFP for **gender equality to be integrated** into all projects. This evaluation found that some World Bank teams have struggled to meet the SARTFP gender requirement and needed to re-orientate their projects to get SARTFP funding.¹²² For some, this an insurmountable barrier and sought funding elsewhere, proving that 'mainstreaming' is yet to lead to wholly new thinking. Nonetheless, there is good evidence the World Bank is investing in internal policies and processes concerning gender equality, for example developing regional gender action plans. Also, the Bank has new safeguards, which from 1 July 2018, will aim to be embedded in documents for governments and contractors. Although these changes cannot be attributed to SARTFP, it shows that the program is stretching the World Bank in an area they recognise needs more attention.

There is evidence that SARTFP helped the WB convince TTLs to raise gender awareness and enabled the Bank to increase in-house resources to help every task manager address gender issues. For instance, there was a change in internal policy concerning budget allocation for accessing technical assistance from the Bank's Gender and Social Development team. Previously, such technical work would be charged to individual projects, which served as a disincentive for Task Team Leaders who may have regarded gender as a peripheral issue. This policy change, in conjunction with SARTFP, has enabled gender technical inputs to be provided from the earliest stages of project design.

The examples given by the Bank of greater demand for technical support on gender are encouraging, but it may be difficult to measure this change in demand over time without any baseline. Furthermore, it will be important to separate the demand arising from within the Bank, and that driven by the partner governments. It would be helpful for program learning if SARTFP could identify factors that increase demand for technical assistance, whilst allowing for the changes in background context (such as changes in personnel, government officials etc.) that could be confounding factors. It was beyond this evaluation to explore which factors enable or constrain demand for this assistance. However, until more is known about the processes and conditions that enable gender issues to be integrated into both World Bank and partner government policy and practice, it will be difficult to judge the effectiveness of the design and performance of SARTFP and how it is geared towards transformational change in institutions, governance and leadership.

The changes in the WB may not be wholly attributable to SARTFP, however, they provide a platform for SARTFP to push for more profound changes in the WB and partner governments to take place.

¹²⁰ Information provided during interviews with World Bank informants working on the project

¹²¹ World Bank. 2016. *South Asia Regional Gender Action Plan, FY16-FY21*. World Bank, Washington, DC.

¹²² Interviews with some Task Team Leaders, Global Practice Managers, SARTFP Secretariat members and TAF members

Recommendation

12. Identify factors that increase demand for gender-related technical assistance, both internally and from client countries.

It is hard to publicly attribute SARTFP to policy reform that leads to gender equality being integrated into regional infrastructure projects.

There is good rationale for DFAT partnering with the World Bank on gender in cross-border connectivity issues, as the Bank is a trusted partner in the region providing a range of expertise required to progress the trade facilitation agenda of SARTFP. However, there is also political sensitivity in the South Asia region to “foreign interference”, leading to reluctance by officials to request assistance outside technical assistance for policy reform. The WB can navigate this context, make representations, and understands when to keep a low political profile whilst still influencing positive change. The Bank’s biggest influence can be when it remains invisible, which in reporting terms makes it hard to claim attribution for reform, or to open opportunities for public diplomacy.

It is important that World Bank activities find ways to integrate gender equality into projects and wider lending activities. Integration of gender equality is a DFAT objective and essential to the success of SARTFP. Yet in some respects it is not clear how SARTFP will overcome institutional and cultural barriers to gender equality. Even where SARTFP achieves this aim successfully, it is not yet clear how the lessons learned will be shared so that such success can be replicated elsewhere.

SARTFP has the potential to demonstrate the benefits of integrating gender equality more fully into WB projects, whilst also illustrating how this can be best achieved.

With DFAT and the TAF working closely with the World Bank, SARTFP’s theory of change and results framework aligns with the DFAT gender equality and women’s empowerment strategy.¹²³ However, the Bank’s gender strategy 2016-23 differs from the DFAT strategy (see Annex 10), in that the Bank talks in terms of mainstreaming gender issues into programming, whereas DFAT prefers integration of gender equality.

The importance of this difference is that **mainstreaming** can be confined to how gender issues are discussed and reported, whereas **integration** calls for a more profound and pervasive change in organisational culture and approach. Integrating gender equality across institutions requires a program that facilitates continuous reflection and adaptation. This includes the ability to encompass evolving donor priorities, global best practices and relevant strategies that may emerge before or after program implementation has begun. The differences in gender strategies between WB and DFAT may appear semantic; however, they reveal a fundamental difference in approach that will need to be bridged by SARTFP. Either way, the program strategy should indicate an appreciation of these differences, and how they can be reconciled.

The World Bank’s gender strategy acknowledges that ‘mainstreaming’ by including gender as a cross-cutting theme, ‘has not succeeded in embedding a gender equality orientation in the institutional DNA of most development agencies, and gender equality results have been fragmented and too rarely scaled up’.¹²⁴ In the past, gender as a cross-cutting theme has too often been introduced late in the project, for instance to mitigate negative side-effects, rather than early in the project through a positive exploration of gender dimensions as a routine aspect of trade, infrastructure and other economic development.¹²⁵ However, based on consultations for this evaluation, it is clear that some Bank staff are thinking beyond mainstreaming gender, and SARTFP has an opportunity to provide resources for TTLs that are more committed to deeper integration of

¹²³ Commonwealth of Australia, DFAT, Gender equality and women’s empowerment strategy, February 2016.

¹²⁴ World Bank Group Gender Strategy (FY16-23) Gender Equality, Poverty Reduction, and Inclusive Growth, p.23

¹²⁵ Independent Evaluation Group (2015) ‘[Results and performance of the World Bank Group](#)’, concluded that the ‘Bank’s tick-box approach to gender integration did not lead to meaningful and substantial integration’

gender equality into programs. The challenge for SARTFP is to support Bank staff and their counterparts who already understand the importance of gender equality integration to translate their thinking and knowledge into program practice.

A flexible approach can enable the program to use projects as the prototypes to test different methods of integrating gender into WB projects. The aim is to see convergence between SARTFP and the Bank's usual practice, by SARTFP setting the standards on how the Bank policies and procedures can evolve. Discussing these matters openly at Secretariat and Donor Steering Committee level will be a good first step.

Recommendations

13. Consider the differences between DFAT and the World Bank's Gender Strategies, and how they can be reconciled.

14. Use SARTFP to demonstrate the benefits of integrating gender equality into policy and practice.

SARTFP is building the evidence base for effective gender-sensitive programming

The importance of generating quality information to use with governments was echoed by members of the World Bank's Gender and Social Development team who provide technical support to all SARTFP projects. Using data driven evidence to present an economic argument for women's role in the value chain is a powerful motivator for positive change. Feedback from research dissemination workshops highlighted that once government counterparts see the business case, they understand the value of integrating gender.¹²⁶

SARTFP will be strengthened by encompassing diverse stakeholders

World Bank interviewees acknowledged that there are opportunities at different stages of the projects to consult with women as stakeholders. It was also accepted that citizen engagement should allow for redress mechanisms and feedback on how projects affect communities. However, they explained the complexity of the project is an important consideration, as it may impede the consultation process. It was not made clear why this is a constraint to consultation, or if it is insurmountable. There is some evidence from interviews with the World Bank and project documentation of the Bank trying to involve diverse stakeholders, although not consistently across projects.

To improve how SARTFP can gather user insights to help strengthen projects, the evaluation team believes the program should include a process for integrating stakeholder feedback into project design with sincerity, transparency and a means of reporting back to the stakeholders. The cost of this should be included in the project budget from the start. If, as suggested by the evidence, wider consultation can improve project design, the benefits should outweigh the costs.¹²⁷ That said, the Buddhist Circuit project illustrates that even without a well-defined process for engagement, the SARTFP team paid close attention to ensuring the design and implementation of the project was informed by a diverse group of stakeholders, actively seeking out the marginalised voices. Another SARTFP project which has made similar efforts is the Regional Trade and Gender Inclusive Inland Water Transport project.

Recommendation

15. Include a process for integrating SARTFP stakeholder feedback into project design with sincerity, transparency and a means of reporting back to the stakeholders.

¹²⁶ Based on interviews with the World Bank's Gender and Social Development team

¹²⁷ International Finance Corporation (2007), 'Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets', World Bank Group.

Part 3: Comparison of the programs' management and implementation models

Overview

In interviews with World Bank staff, there was consensus that they expected DFAT to be more hands-on with SARTFP, compared to IFG.¹²⁸ For instance, the management model for SARTFP has more DFAT involvement in goal setting and decision making. This was evident in the way DFAT worked closely with the World Bank to co-develop the theory of change, results frameworks and governance structure. This implies that SARTFP was intended to improve on the IFG model.

From the perspective of senior World Bank staff, IFG was more flexible than SARTFP, as it allowed the bank to be 'opportunistic'.¹²⁹ The advantage of the IFG trust fund approach was that most of the decision making is entrusted to the Bank. Senior Bank staff acknowledge that donors now expect more decision-making power. One area where this is most evident is in SARTFP project selection, where there is some uncertainty from both DFAT and World Bank staff regarding how much veto power DFAT has, or should have, in how investment decisions are made.

A view consistently raised in interviews with DFAT was that the partnership model adopted for SARTFP allowed DFAT to have more influence over areas of sensitivity or where innovative approaches are required. The theory is that the stronger institutional framework around the program ensures the donor profile and interests are more strongly reflected in program investments. However, it was also acknowledged by DFAT that this level of involvement requires greater DFAT management input and technical expertise, which may not be consistently available as staff are rotated and resource priorities shift. In summary, the partnership relationship becomes difficult if the donor asserts more control without also assuming more responsibility.

Therefore, while management models for IFG and SARTFP were characterised as partner-led and partnership, both had their strengths and weaknesses, but were not wholly understood in the same way by both parties.

The Technical Advisory Facility (TAF) role is not fully defined in the partnership or explicitly agreed by all parties.

According to the terms of reference for the Technical Advisory Facility (TAF), their role was to provide ongoing advice and support to DFAT over the life of investment to ensure that:

- DFAT's investments maintain alignment with the strategic priorities of the Australian Aid Program, particularly "aid for trade", engagement of the private sector, and women's empowerment, and are an effective use of aid funds;
- SARTFP is designed as, and remains, a gender-sensitive trade facilitation program; and
- Australia has the technical capability to engage in policy dialogue in regional and international forums on economic connectivity and integration in South Asia.

The TAF brings a range of technical expertise including in the areas of: gender, trade facilitation monitoring and evaluation. There is less detail about their expected engagement with the World Bank team, however there is some evidence that their efforts, and the increased focus on gender, has encouraged greater involvement by the Bank's gender specialists. There is also more consistent communication between the TAF and the WB concerning monitoring and evaluation.

DFAT's ambition is 'to use the SARTFP investment to drive an integration of gender equality considerations' and will 'employ the ground-breaking approach of integrating gender in a

¹²⁸ This was a view shared by all World Bank interviewees invited to discuss the subject

¹²⁹ Based on interviews with senior World Bank staff and confirmed in interview with senior Canberra based DFAT staff

predominantly gender-blind space.¹³⁰ By implication, DFAT intends to fill the ‘gender-blind space’ with expertise as well as using funding to incentivise a change in behaviour by South Asia governments and institutions. The TAF is designed to be part of how expertise and knowledge creation will influence how gender equality is managed by both the Bank and partner governments.

The evaluation explored the extent to which DFAT’s investment in the TAF influenced the WB and more broadly in regional connectivity programs. Ensuring that gender is situated in economic analysis (‘smart economics’¹³¹) could be one way the TAF can win more broad support for integrating gender into World Bank programs, both within the Bank and with its client governments. The Bank acknowledges that ‘gender equality is smart economics as it can enhance economic efficiency and improve other development outcomes’.¹³² However, it is not clear whether DFAT, through the TAF or directly, has a clear strategy to do this, or whether this is based on an understanding of the organisational complexity of the Bank and the steps required to fundamentally change how the Bank operates. It is also not clear how the TAF can help DFAT to have oversight and influence, without micromanaging the program and thereby undermining the partnership ethos.

Despite the ambiguity over its role, and its evolution, the work of TAF is well-regarded.

It was mentioned in interviews with DFAT that the inclusion of the TAF in SARTFP came at an opportune time with a downscaling of DFAT resources available. The stability of the TAF team, compared to the changing composition of DFAT and to a lesser extent the WB teams had provided some continuity and consistency. Thus, TAF became both the strategic heart and the institutional memory for the program on behalf of DFAT. Yet this aspect of the TAF’s role has emerged by default and is not described in the documents reviewed by the evaluation.

Ambiguity of the TAF’s role is reflected in the comments from various WB sources. For instance, some TAF members were only recently (December 2017) made known to the SARTFP Secretariat.¹³³ It is unclear how World Bank staff should engage and use the TAF team. It is not defined how TAF members will be mobilised, and their time cost accounted for if TTLs contact TAF team members directly. There are also questions on how the TAF is resourced, which regional offices it serves, and who are the TAF contact people for different topics or countries. It would also strengthen the TAF team and its relevance to TTLs, if it included local experts from the South Asia region.

DFAT and World Bank interviewees reported examples of how the TAF had added value to SARTFP. There was consensus the time invested in designing the results framework and theory of change, in particular with support from the TAF, added significant value to the substance and technical integrity of the program.¹³⁴ One World Bank informant reported the TAF helped the World Bank understand the DFAT perspective and this facilitated a better donor relationship, which ultimately helped bring gender into the program and funding design. However, it was also reported that it would be helpful for TTL to have clarity about the role of the TAF on SARTFP projects.¹³⁵

Recommendation:

16. Clearly define TAF role parameters so that the World Bank is able to maximise their technical skills and empower gender equality champions within the Bank

¹³⁰ 2015 PFSA Annual Report

¹³¹ DFAT Office of Development Effectiveness (2014) ‘Smart economics: evaluation of Australian aid support for women’s economic empowerment’

¹³² World Development Report 2012

¹³³ Raised in interview with senior members of SARTFP Secretariat

¹³⁴ This was a view shared by all interviewees invited to discuss the subject

¹³⁵ Interview with Senior World Bank informant.

To ensure that gender equality and other development issues are integrated into World Bank lending involves responsibility on both sides.

If DFAT has very definite parameters for SARTFP, this requires DFAT to be prepared to direct the TAF on what areas to push through the medium of technical input. Therefore, although DFAT can outsource to TAF the technical integrity and a certain amount of investment oversight, DFAT cannot outsource its political role. Although engagement between the TAF and the World Bank to date has been seen by all parties as constructive, DFAT needs to continue to reinforce the World Bank's inclusion of the TAF in program implementation, so that their technical expertise is used to maximum potential.

Recommendations

17. DFAT maintains close involvement in SARTFP to continually reinforce the Bank's understanding of the nature of the partnership and the role of TAF within the program.

The work that is happening within individual projects, is not always shared more widely, or connected to other projects. SARTFP is thus seen as a collection of disparate projects, instead of a strategic portfolio that is testing a theory of change.

An impediment to learning is described by one World Bank interviewee as *"DFAT focuses too much on projects, not the bigger picture, but also the Bank is not good at helping DFAT see the bigger picture."* The work that is happening within individual projects is not always shared more widely, or connected to other projects. This leads to the problem of atomisation, with SARTFP seen as a collection of disparate projects, instead of a strategic portfolio that is testing a theory of change.

Another challenge for sharing results is that *"if it's not a core WB event, then it doesn't have influence and reach within the Bank."*¹³⁶ In management theory this is referred as the 'not invented here' syndrome, which can build resistance to learning and adaptation, undermining the ethos of the partnership.¹³⁷ For instance, at a Gender and Trade Facilitation Workshop in Delhi in April 2017, expectations were built up with participants, including civil society organisations that the workshop would lead to implementation of next steps, including key actions agreed for SARTFP. However, based on interviews with the World Bank, DFAT and members of the TAF, there were different interpretations of who 'owned' the workshop, next actions, and what happened next. Therefore the partnership management model for innovative programs such as SARTFP needs to pay attention to how the 'learning and sharing' mechanisms are designed and fully integrated into existing systems in both WB and DFAT and perhaps also with other donors and institutions.

The partnership between DFAT and WB should consider how roles should evolve over the course of the program

According to interviews with both DFAT and the World Bank, the distinction between the different management models used for IFG and SARTFP is not widely understood, or consistently applied.¹³⁸ World Bank staff were less aware of terminology used to describe partnerships. They were more likely to see the 'Partnership for South Asia' as the umbrella term for whole trust fund, and therefore the partnership defined by the broader trust fund agreement.

Instead of defining the partnership by the extent to which DFAT is more directly involved in program decisions, it may be more helpful to describe how different styles of partnership could be needed at different stages in the program, and at different management levels. For the partnership to be successful, there needs to be mutual trust to avoid micromanagement by the donor. This requires both partners to be fully present when the strategic elements of the program are being designed; thus, the donor can be confident the strategy best reflects the objectives, and the World Bank can

¹³⁶ Interview with World Bank informant

¹³⁷ Pillar, F.T., and Antons, D. (2015), 'Opening the Black Box of "Not Invented Here": Attitudes, Decision Biases, and Behavioral Consequences', Academy of Management Executive, DOI 10.5465/amp.2013.0091

¹³⁸ This was a view shared by all interviewees invited to discuss the subject

have clear goals and operating parameters. This hybrid approach will also require good communication of progress and performance stories, so both parties can adapt the strategy in the light of experience. The learning and adaptation process is thus the link between strategy, as a high level 'partnership' activity, and tactical decisions made by the Bank acting in a 'partner-led' way.

Recommendation

18. Consider a phased management model that allows for a close partnership to agree initial strategy that transitions to more autonomy for the Bank regarding tactical decisions.

Part Four Inform DFAT's future investments and policy decisions

This section considers the lessons learned from IFG and SARTFP to shape options for how DFAT could plan future investments in the South Asia Region, as well as in other places. As such the structure for this section does not contain key findings but is organised around themes and recommendations.

Managing trust funds for effective and innovative programs

There is some consensus in the literature that trust funds balance donor need to remain visible and wield influence, whilst lightening the management load.¹³⁹ This enables donors to assist countries where their bilateral presence is limited, as is the case for DFAT in South Asia. The PFSA is a single donor fund, but other trust funds may be multi-donor (MDTF), with the advantages of scale and shared management resources for planning and oversight. Donors such as DfID have questioned the effectiveness of MDTFs, in value for money terms, although it is not clear if single-donor trust funds have advantages over multi-donor funds.¹⁴⁰

The World Bank is the dominant player in managing donor trust funds. As of 30 December 2016, the Bank was stewarding USD11 billion in trust fund resources.¹⁴¹ Multiple senior World Bank interviewees explained that WB trust funds are secure and robust portals for donors to channel ODA, benefitting from high level expertise within the Bank compared to other organisations. The programs gain access to experts not funded by the trust fund, as the Bank also co-invests in these programs. Programs also benefit from the bigger perspective of the Bank and its global reach. Bank staff interviewed believe it has developed tried and tested modalities for partnerships with donors, which has cultivated their position as a preferred recipient of trust fund money. On the other hand, organisational theory indicates that market dominance may lead to complacency and reluctance to innovate, as evidenced from the private sector.¹⁴²

Task Team Leaders and certain Secretariat members proposed the advantage of the PFSA trust fund model is the combination of regional perspective with local design and implementation, which enables project diversity. Sharing project data from different countries that share common challenges, if it informs new project design, could promote innovation and experimentation that DFAT interviewees hope will become a valuable aspect of the program. However, in the experience of the evaluation team, the process of diversification, prototyping, collaboration and mutual learning does not arise automatically from the trust fund model, but requires communication and facilitation by both donors and the trust fund manager. Processes for learning and adaptation are not clear in

¹³⁹ See, for example: Huq C.W.,(2010), 'Analysis of Recipient Executed Trust Funds',CFP Working Paper Series, Washington DC, World Bank; Winters, J. and Sridhar, D., 'Earmarking for global health: benefits and perils of the World Bank's trust fund model'. BMJ 2017;

¹⁴⁰ Barakat, S.; Rzeszut, K.; Martin, N. What is the track record of multi donor trust funds in improving aid effectiveness? An assessment of the available evidence. EPPI-Centre, Social Science Research Unit, Institute of Education, University of London, London, UK (2012) xii + 129 pp. ISBN 978-1-907345-29-6

¹⁴¹ World Bank trust funds fact sheet <http://siteresources.worldbank.org/CFPEXT/Resources/TFfactsheetapril2017.pdf>

¹⁴² Porter, M.E., (1979), 'How Competitive Forces Shape Strategy', in Harvard Business Review (March-April 1979), Harvard College

the SARTFP design nor in the PFSA structure, and consequently there is also a lack of clarity regarding the respective role and responsibility of DFAT and TAF within this.

Recommendation

19. Create and maintain processes that encourage a culture of sharing of information and facilitates innovation.

Influencing change through partnerships

All external stakeholders consulted for this evaluation agreed that the issues being addressed by SARTFP need multiple entry points to influence change in complex, gender-blind sectors and region.¹⁴³ It is not clear to what extent IFG and SARTFP investments are designed to be complementary to other donor efforts and other DFAT investments.

Other donors in the region, notably DfID, think it is important to retain direct relationships with some non-World Bank entities, such as CSOs and think tanks.¹⁴⁴ Therefore, DfID fund such entities directly, in parallel to their investment in the World Bank trust fund. In their experience, the benefits exceed the cost of higher resources necessary to manage multiple funds.

An interviewee with extensive contacts in civil society networks in the region explained that they are an important constituency with which DFAT could build partnerships in order to complement the SARTFP work.¹⁴⁵ This will strengthen program legitimacy whilst allowing for the early testing of new approaches before significant resources are committed to projects. This could also be a good opportunity for DFAT to improve visibility and public diplomacy. However, this activity will require some dedicated management from DFAT, supported by flexible funding schemes outside the PFSA. As attractive as this may appear, the opportunity to fund parallel and complementary activities (for instance to improve the voice and influence of women, thereby bringing about sustainable policy reform) does require an intelligent and flexible funding mechanism with accompanying management overheads. To minimise the management overhead, DFAT could consider funding vehicles such as Challenge funds.¹⁴⁶

Recommendation

20. DFAT creates complementary relationships outside the World Bank to create multiple entry points to influence gender programming, and strengthen program legitimacy.

IFG and SARTFP: influence on other programs

The 2017 ACQ notes that ‘key lessons learned from IFG are being implemented in SARTFP’.¹⁴⁷ However, this review has encountered limited evidence of IFG or SARTFP influencing other programs, or examples of individual projects being used to inform other projects within PFSA. Senior DFAT staff acknowledged it is the responsibility of the donor to share the lessons learned and practices with other programs, as well as to further DFAT’s diplomacy and policy objectives.¹⁴⁸ It is not clear from the documentation reviewed or interviews with DFAT staff, whether program results have been shared, or what the process is for dissemination of such information in order to influence other programs, both within DFAT and beyond.

Similarly, it is not clear from the documentation what protocol the World Bank has in place to operationalise recommendations, which may be due to organisational size and complexity. For

¹⁴³ Interviewees from outside DFAT and World Bank

¹⁴⁴ Interviews with other donors in Delhi, February 2018

¹⁴⁵ Interview with TAF member who reported they had extensive regional contacts in civil society

¹⁴⁶ The Swedish International Development Cooperation Agency (SIDA) defines a challenge fund as ‘a financing mechanism to allocate (donor) funds for specific purposes using competition among organisations as the lead principle’.; See Pompa, C, (2013), ‘Understanding Challenge Funds’ ODI, London, UK

¹⁴⁷ 2017 Aid Quality Check for INL093-RCI: Trade Facilitation and Infrastructure

¹⁴⁸ Interviews with two senior DFAT staff

example, the Bank's own internal evaluation in 2012 recommended that results-based frameworks are developed at outset of programs, to facilitate consistent adoption of gender integration outcomes, and to serve as accountability tools for evaluation.¹⁴⁹ It is possible that this recommendation arose from the IFG experience of operating for some years without a results framework, yet it was a further four years before this deficiency was corrected at IFG. This delay suggests the internal evaluation was responding to problems across the whole World Bank portfolio, and therefore cannot be attributed to influence from IFG or PFSA.

Recommendation

21. Develop a process to share lessons learned across DFAT-funded programs in the region and beyond.
22. Ensure theory of change and results framework are living documents that are revisited and revised as necessary.

Sharing, learning and adapting programs

For IFG and SARTFP to be influential, they need a strategy for how Monitoring, Evaluation and Learning (MEL) is processed into communications, and how lessons are disseminated in networks - both within WB and beyond. The presence of such a strategy is not clear from the literature, and interviews confirmed this is a work in progress.¹⁵⁰ The Donor Steering Committee (DSC) December 2017 meeting acknowledged the perennial problem of failure to learn from programs, citing the example of the Justice for the Poor program (Indonesia and select Pacific countries), which was funded by DFAT for ten years, yet failed to collate and share knowledge and lessons effectively.¹⁵¹

It is not clear to what extent the design of SARTFP was strengthened by lessons learned from IFG, or other programs learning such as from Justice for the Poor. However, learning is made more likely if all programs allocate resources to knowledge management, adaptive learning and communications. This requires a plan at the start of the program and needs to be included in the definition of the partnership roles and responsibilities. Otherwise, the reporting process becomes too internally focused, with the aim of **preserving the partnership instead of improving it**. This leads to a focus on measuring the efficiency of how donor funds are managed and spent, instead of a commitment to work together transparently to be more transformative.

One interviewee observed that DFAT does not realise how much it has contributed to raising awareness and understanding of gender issues in the region, because they only look at individual projects instead of seeing the whole picture. This may be due to weaknesses in the way program results are communicated, shared and fed into new project design.

DFAT agrees that there is scope to take a more strategic view, and they have not made the most of opportunities to share lessons under PFSA.¹⁵² The DSC may not be the right forum to have more in-depth discussion on the pertinent issues for further development, but it is the only outlet for such matters to be aired. All parties seem to agree that communication and learning needs to improve.

As DfID explained in the DSC meeting, the donors need to be 'moving in disruptive space' as a way to advance the work, thus it is 'important to document the process and the M&E evidence needs to be captured'.¹⁵³ In the opinion of the evaluator, this is not radical commentary on how development programs should be managed (the OECD's Development Assistance Committee specifies this in detail)¹⁵⁴ but it does assume how donors need to work to create the right conditions for mutual learning and continuous improvement.

¹⁴⁹ World Bank Group IEG 2012. Designing a results framework for achieving results: a how-to guide. World Bank Group Washington.

¹⁵⁰ Mallon, R. and Ernst, S., (2012) South Asia Regional Program Evaluation (ING 236), AusAID, May 2012

¹⁵¹ DSC Dec 2017 notes

¹⁵² Interview with senior DFAT staff

¹⁵³ Donor Steering Committee December 2017 notes

¹⁵⁴ OECD (2013), 'The DAC Network on Development Evaluation – 30 years of strengthening learning in development', Paris.

Recommendation:

23. Develop and test the theory of change to be more than a collection of effective but disparate projects.

24. Develop a system for learning and adaptation (including defining roles and responsibilities) as part of the initial program design phase. Have regular health checks of this system and refine accordingly. Consider how the DSC can provide a support structure to this system.

Annexes

Annex 1: Terms of Reference



Australian Government
Department of Foreign Affairs and Trade

South Asia Regional Connectivity

Infrastructure for Growth and the South Asia Regional Trade Facilitation Program

Independent Evaluation: Terms of Reference

1. Background and rationale

The second objective of DFAT's South Asia Regional program seeks to increase regional connectivity through trade facilitation and infrastructure connectivity. This objective is primarily advanced through two World Bank-led programs:

- Infrastructure for Growth (IFG, \$20 million, 2012-2018); and
- South Asia Regional Trade Facilitation Program (SARTFP, \$25 million, 2015-2019).

The objective of IFG is to respond to the infrastructure gaps in South Asia by addressing the major challenges of insufficient connectivity and integration, both within participating countries and across the South Asia region. IFG focuses on two core sectors, energy and transport, through three thematic pillars: regional economic integration, climate change and cross-cutting themes (including gender and social inclusion). DFAT has expensed 100 per cent of its funding to IFG, of which the World Bank has disbursed almost 100 per cent to 53 activities. The implementation of IFG is led by the World Bank, with minimal DFAT input.

SARTFP aims to enhance trade and economic opportunities across Bangladesh, Bhutan, India and Nepal, with an emphasis on women's participation in trade and economic activity across three focus areas: transport connectivity; trade facilitation and trade policy; and local enterprise development and economic opportunity. The South Asia Regional program operates in a complex geo-political environment. DFAT undertook comprehensive regional analysis to inform the strategy and narrative of the program. To date, DFAT has expensed 72 per cent (\$18 million) of its funding to the World Bank. Of this, the World Bank has approved approximately \$8.45 million for 14 activities. DFAT has appointed a Technical Advisory Facility¹⁵⁵ (TAF) to support its engagement in SARTFP. SARTFP is implemented through a 'partnership' approach with collaboration between DFAT and the World Bank. This has resulted in jointly-developed governance arrangements to guide program implementation and increased engagement by DFAT. During the first year of SARTFP implementation, DFAT and the World Bank developed a program logic, which included a set of medium-term outcomes, and there is also an agreed results framework.

Both programs are solely funded by DFAT through the Partnership for South Asia (PFSA) Trust Fund – a DFAT-World Bank umbrella trust fund for nine DFAT investments across South and West Asia. The PFSA underwent an independent mid-term review in January 2015 which recommended revisions to the PFSA governance arrangements. The majority of the recommendations were implemented, including amending and restating of the PFSA Administration Arrangement and the development of an administration manual outlining governance structures of the PFSA, resulting in more effective oversight of the PFSA. At the time of the review, SARTFP was not designed and the review did not have a focus on regional connectivity.

¹⁵⁵ Comprising of gender, trade, partnerships and monitoring and evaluation technical advice.

With DFAT's funding to SARTFP soon to be completed (and funding to IFG completed), DFAT will design a new regional connectivity program to commence in 2018. The purpose of the independent evaluation ('the evaluation') is to:

- a) review the performance of SARTFP and IFG ('the programs') against the objectives of Australia's South Asia regional aid program.
- b) provide reflections on comparative strengths and weaknesses of the management of the programs;
- c) identify ways to increase the effectiveness, efficiency, gender equality and profile of the programs in South Asia; and
- d) inform future investment/engagement in regional connectivity in South Asia.

The primary user of the evaluation report will be DFAT (South and West Asia Division and New Delhi Post). The World Bank will also benefit from the evaluation report.

2. Key Evaluation Questions and Scope

The evaluation will focus on the domains of effectiveness, efficiency, relevance and gender equality. In order to contribute to DFAT's consideration of its future investments in regional connectivity in South Asia. The indicative evaluation questions identified for investigation are set out below, and will be refined by the evaluation team in consultation with DFAT during the detailed planning of the evaluation.

The scope of the evaluation will be broken into four inter-related parts:

1. Evaluation of IFG (with respect to effectiveness, efficiency, relevance and gender equality)
2. Review of SARTFP (with respect to effectiveness, efficiency, relevance and gender equality, noting that SARTFP activities formally commenced in September 2016, and results will be less extensive in comparison to IFG).
3. Comparison of the programs' management and implementation models (partner-led vs partnership) with respect to efficiency, effectiveness, gender equality and governance/oversight.
4. Informing DFAT's future investments and engagement based on findings from parts 1, 2 and 3 above.

Part 1: Evaluation of IFG

Effectiveness

- Has IFG made progress as expected at this point in time, and what factors have hindered or enabled progress?
- What evidence exists of positive development outcomes (including contributions to regional connectivity, energy and climate change), resulting from IFG?
- What are the opportunities to improve the effectiveness and profile of IFG in South Asia?
- What are the opportunities to improve the profile of IFG and DFAT's contribution to IFG in South Asia?

Efficiency

- How is IFG making appropriate use of DFAT's time and resources to achieve planned objectives?
- Is funding being used efficiently and what have been the factors affecting the World Bank's disbursement rates?
- How could DFAT improve the efficiency of IFG?

Relevance

- Is IFG relevant and appropriate in the current context and environment?

Gender equality

- How well does IFG reflect the aims and objectives of DFAT's gender equality strategy and policy?

- Has IFG made progress as expected in implementing strategies to advance gender equality and women's empowerment?
- How has the integration of gender equality into IFG been perceived by the World Bank and other key stakeholders?

Part 2: Review of SARTFP

Effectiveness

- Has SARTFP made progress as expected at this point in time?
- Are there indications of positive development outcomes (including contributions to regional connectivity, trade facilitation and gender) resulting from SARTFP?
- To what extent have DFAT and the TAF influenced World Bank programs and processes, including the integration of gender and monitoring evaluation, in regional connectivity programs?
- What are the opportunities to improve the effectiveness and profile of SARTFP in South Asia?
- Have there been unintended consequences to SARTFP's effectiveness in promoting regional connectivity resulting from SARTFP's governance processes to guide activity selection?
- Has the political and economic environment of South Asia impacted the effectiveness of SARTFP?

Efficiency

- How is SARTFP making appropriate use of DFAT's time and resources to achieve planned objectives?
- Has DFAT's investment in the TAF delivered the intended level of influence, including in gender equality and monitoring and evaluation within the World Bank?
 - Are there other opportunities to utilise the TAF to increase results and how might DFAT realise these?
- How could DFAT improve the efficiency of SARTFP?

Relevance

- Is SARTFP, and each of the three pillars, relevant and appropriate in the current context and environment?

Gender equality

- How well does SARTFP reflect the aims and objectives of DFAT's gender equality strategy and policy?
- Has SARTFP made progress as expected in effectively implementing strategies to advance gender equality and women's empowerment?
- As a result of SARTFP, to what extent has the World Bank treated gender equality as a higher priority in its own policies and processes?
 - What are key examples of influencing change?
 - What have been the challenges in influencing the World Bank at this level?
- What are the key challenges of promoting gender equality in regional connectivity programs?
- How could future investments in regional connectivity effectively achieve gender equality outcomes?
How has the integration of gender equality into SARTFP been perceived by the World Bank and other key stakeholders?

Part 3: Comparison of the programs' management and implementation models (partner-led vs partnership) (with respect to efficiency, effectiveness, gender equality and governance/oversight)

- Compare and contrast the management and implementation models (partner-led vs partnership) of IFG and SARTFP with respect to efficiency, governance/oversight, delivering results/effectiveness and gender equality in line with DFAT objectives.

- In addition, are results from SARTFP commensurate with DFAT's additional investment of resources (including the TAF) compared to IFG?

Part 4: Inform DFAT's future investments and policy decisions

- Based on findings and observations from parts 1, 2 and 3 on the evaluation, what are opportunities for future DFAT investment and engagement in regional connectivity in South Asia?

3. Evaluation Process

The evaluation will be undertaken in four phases with associated deliverables for the evaluation team:

Phase 1 – Evaluation plan (4 December 2017 – 8 December 2017, 5 working days)

- Verbal briefing with DFAT on the commencement of the evaluation.
- Define the scope of work and deliverables.
- Develop and finalise the detailed design of the evaluation and submit a comprehensive Evaluation Plan, aligned with Standard 5 of DFAT's Monitoring and Evaluation Standards¹⁵⁶.

Deliverable

- a) **Comprehensive evaluation plan (due 8 December 2017)** – to be agreed with South Asia Regional Section and the World Bank.

Phase 2 – Review of existing documentation and consultations with DFAT and the World Bank (11 December 2017 – 16 February 2018, 25 working days)

- Desk review and appraisal of relevant materials, to be provided by DFAT and the World Bank.
- Consultations with DFAT desk, New Delhi, Dhaka and Kathmandu Posts and the TAF.
- Consultations with the World Bank (including Washington DC and New Delhi).
- Verbal briefing with DFAT on the summary of findings.

Phase 3 – Draft Report (19 February - 9 March 2018, 15 working days)

- Preparation of an Evaluation Report (maximum 30 pages (not including executive summary and annexes) and in line with Standard 6 of DFAT's Monitoring and Evaluation Standards) outlining issues and recommendations to inform ongoing implementation of the programs and future investment design.

Deliverables:

- a) **Draft report (due 9 March)** – to be submitted to DFAT

Phase 4 – Final Reporting (12 March - 30 March 2018, 5 working days)

- DFAT and World Bank feedback on draft report to be provided at least one week prior to the deliverable due date
- Preparation of a final Evaluation Report accommodating the feedback from DFAT and the World Bank, a week after the receipt of feedback.

Deliverables:

- a) Final report (due 30 March 2018) – to be submitted to DFAT

4. Timeframe

The independent appraisal will start as soon as a suitable for the evaluation team (preferably by 1 December 2017), and will finish by 31 March 2018. Contractual arrangements with the evaluation team will be made flexible until end June 2018 to allow for variations.

¹⁵⁶ <http://dfat.gov.au/about-us/publications/Pages/dfat-monitoring-and-evaluation-standards.aspx>

The work will require no greater than 50 days of total input.

5. Location

The evaluation team must be willing to travel to Australia and participating-countries (Washington DC and New Delhi), as required. Where possible, the evaluation team will endeavour to hold meetings with overseas-based stakeholders via telephone and videoconference.

6. Reporting

Directors, South Asia Regional Section, South and West Asia Division (SWD) have overall responsibility for the evaluation process.

The evaluation team will work with the DFAT IFG and SARTFP Program Manager in the South Asia Regional Section. The evaluation team will also work with New Delhi Post and the World Bank in Washington DC and New Delhi.

7. Required skill set

DFAT is seeking a **team of two consultants** who collectively cover the essential skill and experience outlined below:

Essential

- Extensive experience in evaluation, review and design of development programs.
- Understanding of DFAT policies, including DFAT design, performance and quality principles, guidelines and business requirements.
- Expertise in the range of management and governance arrangements and business processes associated with the delivery of Australian development programs.
- Expertise in the World Bank, including its processes and policies.
- Background in economic/infrastructure/regional connectivity.
- Demonstrated ability to write high quality strategic policy documents, and to design and implement a consultative process of engagement with a wide range of stakeholders.
- A strong understanding of gender and other cross cutting issues.

Desirable

- Background in South Asia issues (including regional connectivity).

Annex 2: Detailed Disbursement Tables

IFG

Fund	IFG Fund Name	Valid as of March 1 st 2018	
		Grant Amount	Disbursement
TF015530	Afghanistan Green Urban Transport Strategy	394,976	394,976
TF015534	Chittagong Urban Resilience and City Development Strategy	246,082	246,082
TF016705	Bhutan EV initiative	179,622	179,622
TF014388	India - Innovative financing structures to leverage private sector financing for Powergrid	60,512	60,512
TF015924	Accounting for Natural Assets to Support Inclusive Green Growth in Himachal Pradesh, India	146,673	146,673
TF015023	India: Options Paper for Developments along the Eastern Dedicated Freight Corridor	394,270	394,270
TF015024	Risk Mitigation and Credit Enhancement of PPP roads in Kerala	184,800	184,800
TF016428	Capacity Augmentation of Inland water Transport System in India	190,150	190,150
TF018028	A Market Driven Approach to Accelerating the impact of Transport Infrastructure Investments in India	248,105	248,105
TF0A0071	India UP Solid Waste Management Project	289,572	289,572
TF015455	Collection and analysis of the baseline data towards the assessment of impact of bridges program in Nepal	179,196	179,196
TF017348	Nepal Fast Track – Preparing Next Steps for Implementation	270,508	270,508
TF017808	Pakistan - Support for Power Sector Reform Monitoring	203,148	203,148
TF016091	How to restore and rebuild livelihoods through CDD approaches in conflict settings	248,243	248,243
TF015723	South Asia Energy Security and Trade	402,647	402,647
TF014572	GHG Accounting and Greening of SAR Infrastructure Projects	49,759	49,759

TF015304	Building Capacities on Environmental Assessment	338,181	338,181
TF014419	Framing Responses to State Fragility: Strengthening Institutions and Service Delivery Systems-Lessons from South Asia Region	496,835	496,835
TF015724	GHG Accounting and Greening of SAR Infrastructure Projects: Energy Sector	98,776	98,776
TF016165	Building a Resilient South Asia	298,011	298,011
TF017158	Computer Assisted Personal Interviewing for the South Asia Region	296,700	296,700
TF016426	South Asia Regional Facility for Women's Economic Empowerment and Integration	384,338	384,338
TF017707	Creating GBV Community Networks	598,836	598,836
TF015303	Mitigation Options for Short-Lived Climate Pollutants in South Asia	399,871	399,871
TF015302	SRI LANKA STRATEGIC LOW CARBON CITIES CONNECTION AND INTEGRATION PROJECT	298,644	298,644
TF018828	Energy Sector Program of AAA	199,987	199,987
TF019263	Bhutan Infrastructure Gaps Mapping for Inclusive Growth	195,430	195,430
TF0A0224	Support to National Rurban Mission	546,672	546,672
TF013800	Sustainable Development of Transmission and Distribution Sector in North Eastern Region of India	653,122	653,122
TF015456	Optimizing Resource Efficiency in Road Sector in India	349,249	349,249
TF017890	Strengthening institutional development in World Bank-funded Transport Projects in India	182,524	182,524
TF0A0307	Technical Assistance on Modern Urban Bus Services in India	248,245	248,245
TF0A0308	Eastern Corridor Intermodal Transport and Logistics	597,697	597,697
TF0A0777	Railways of India Development Fund	695,878	695,878
TF017291	SUPPORT TO THE NATIONAL GANGA RIVER BASIN PROJECT	371,870	371,870
TF0A1584	Cost of Distortions in the Power Sector	300,000	296,549

TF017642	Low Water – High Growth in South Asian Economies	583,817	583,817
TF0A0161	Spatial Data for South Asia: setting up a spatial database for infrastructure development	345,000	317,282
TF015545	Trade, Logistics and Competitiveness in the Port sector in South Asia	339,663	339,663
TF0A0123	Chittagong Urban Transport Master Plan	300,000	129,677
TF0A0617	Bangladesh: Intermodal Freight Logistics	600,000	194,528
TF0A3482	Bangladesh: Sanitation Improvement in Dhaka	100,000	76,585
TF0A1681	Supporting Power Sector Reforms in Rajasthan under 24x7 Power for All Program	270,000	246,237
TF0A1339	Urban Revitalization in India - Support to Heritage Cities Scheme	350,000	273,136
TF0A1447	Impact Evaluation of PMGSY	350,000	177,207
TF0A2879	Support to Andhra Pradesh Sustainable Capital City Development Project	170,000	164,004
TF0A1097	Nepal SNRTP - Market Infrastructure TA	2,984	2,984
TF0A0618	Gross National Happiness operations tool	130,000	100,000
TF0A2612	Evaluating Gender Gaps in Infrastructure	250,000	206,020
TF015457	Assessment of PMGSY to improve its design and implementation	327,866	327,866
TF0A0727	India: international experiences with urban rail funding, institutional frameworks, and private sector participation	422,534	422,534
TF0A1628	Kolkata urban transport integration strategy	293,931	293,931
TF0A2690	The Glaciers of the Himalayas	240,000	202,406
Total		16,314,922	15,293,555

Disbursement of IFG funds by country (8th Feb 2018 data)

Country	Grant	disbursed	% grant by country
Afghanistan	394,976	394,976	2%
Bangladesh	1,446,069	846,860	9%
Bhutan	375,052	375,052	2%
India	7,388,672	7,064,256	44%
Nepal	452,688	452,688	3%
	203,148	203,148	1%
South Asia	6,095,673	5,749,322	36%
Sri Lanka	473,644	320,835	3%
Total	16,829,922	15,407,137	

Disbursement of IFG funds by sector (Data set provided in Dec 2017)

Sector	Grant	disbursed	% grant by sector
Transport	6,906,628	4,872,643	42%
Water	485,000	370,085	3%
Energy	2,106,307	1,716,881	13%
Environment	1,119,613	1,114,007	7%
Trade	-	-	0%
Urban	1,404,169	1,259,861	9%
Social	1,783,174	1,252,640	11%
Agriculture	798,243	787,652	5%
Other	1,790,320	1,494,267	11%
Total	16,393,452	12,868,035	

SARTFP					
SARTFP Project	Country	Global Practice	Grant Amount USD	Cumulative disbursed & Committed	Disbursement ratio
Bangladesh Social Inclusion & Gender	Bangladesh	Social	49,953.86	49,953.86	100%
Buddhist Circuit Development	South Asia	Social	1,500,000.00	1,110,690.54	74%
SARTFP Knowledge Production and Sharing	South Asia	Social	400,000.00	382,517.84	96%
Economic Corridors of South Asia	South Asia	Other	850,000.00	643,024.24	76%
Strengthening Cross-Border Value Chains and Leveraging Local Development Linkages in the Eastern Region of South Asia	India	Trade	1,000,000.00	936,620.41	94%
Advancing Women's Enterprises for Economic Impact in the farm/nonfarm value chain and regional trade	South Asia	Agriculture	700,000.00	453,832.67	65%
9th South Asia Economic Summit	Bangladesh	Other	49,605.02	49,605.02	100%
Planning for regional trade and gender inclusive Inland Water Transport in Assam	India	Transport	350,000.00	212,390.22	61%
Women in Trade in Bangladesh	Bangladesh	Social	150,000.00	139,400.42	93%

360°Logistics for SMEs	India	Transport	600,000.00	379,630.85	63%
Economic Empowerment of Women Through Resilient Agricultural Supply Chain Development in South Asia	South Asia	Agriculture	120,000.00	104,843.76	87%
A spatial database for improved connectivity of women and a general equilibrium model on trade liberalization and female employment	South Asia	Trade	300,000.00	219,276.98	73%
Addressing Women's and Children's Risks from Enhanced connectivity	India	Social	400,000.00	90,650.01	23%
Local to regional logistics connectivity	South Asia	Transport	700,000.00	56,458.80	8%
Total			7,169,558.88	4,828,895.62	67%

Disbursement of SARTFP funds by country

Country	Grant	Committed & disbursed	% committed & disbursed by Country
Bangladesh	249,559	238,959	95%
Bhutan	-	-	0%
India	2,350,000	1,619,291	69%
Nepal	-	-	0%
South Asia	4,570,000	2,970,645	65%
Total	7,669,559	4,191,684	

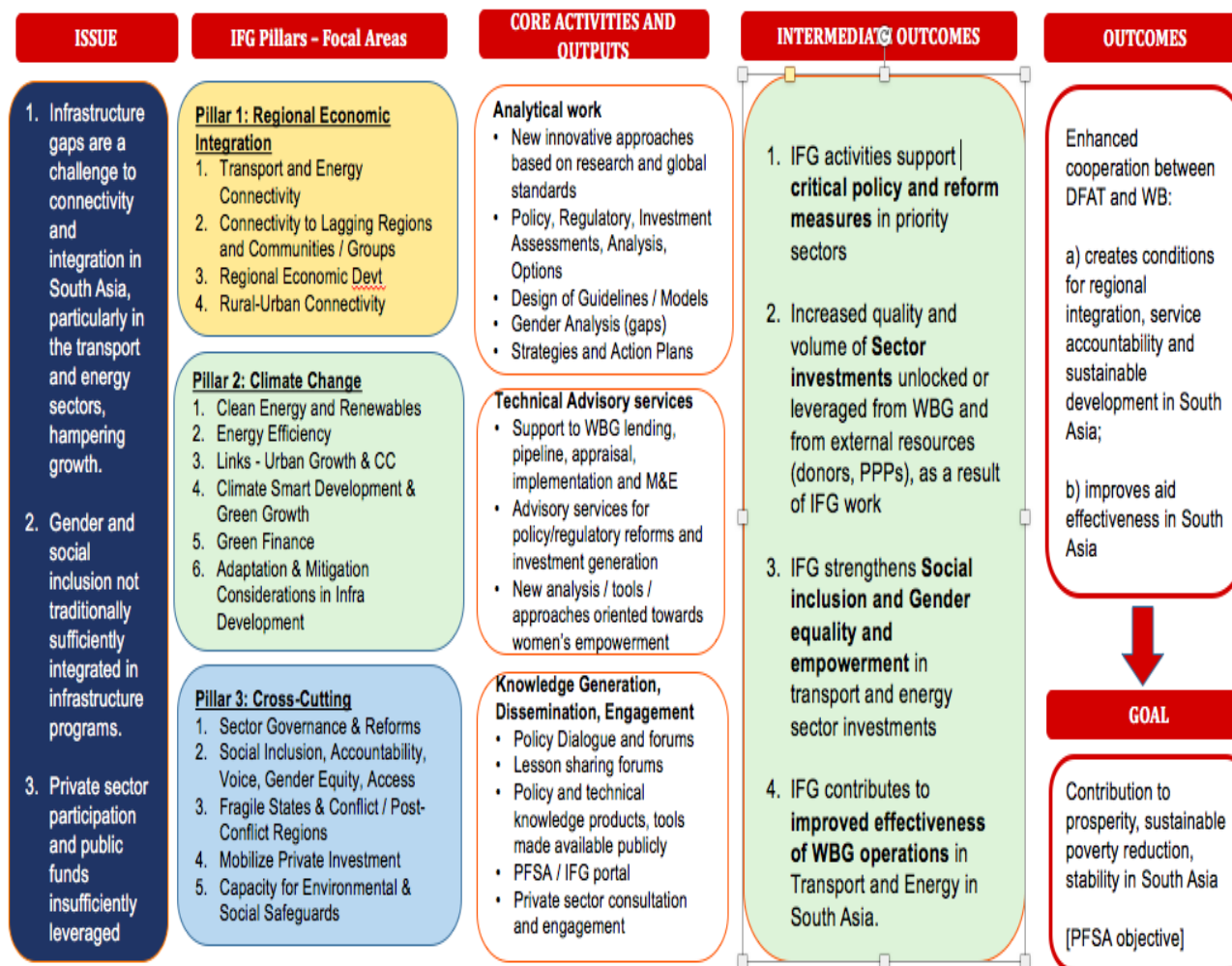
Disbursement of SARTFP funds by Global Practice¹⁵⁷

Global Practice	Grant	Committed & disbursed	% committed & disbursed by Global Practice
Transport	1,650,000	648,480	39%
Trade	1,300,000	1,155,987	89%
Social	2,499,954	1,773,213	71%
Agriculture	820,000	558,676	68%
Other	899,605	692,629	77%
Total	7,169,559	562,974	

¹⁵⁷ SARTFP started with 3 Global Practices eligible: Trade and Competitiveness; Social Development; and Transport – then based on WB request two more GPS were added (Agriculture and Livelihoods, and Natural Resources,) Admin manual SARTFP annex

Annex 3: IFG Theory of Change and Results Framework

PFSA / IFG - Theory of Change, (version March 2017)



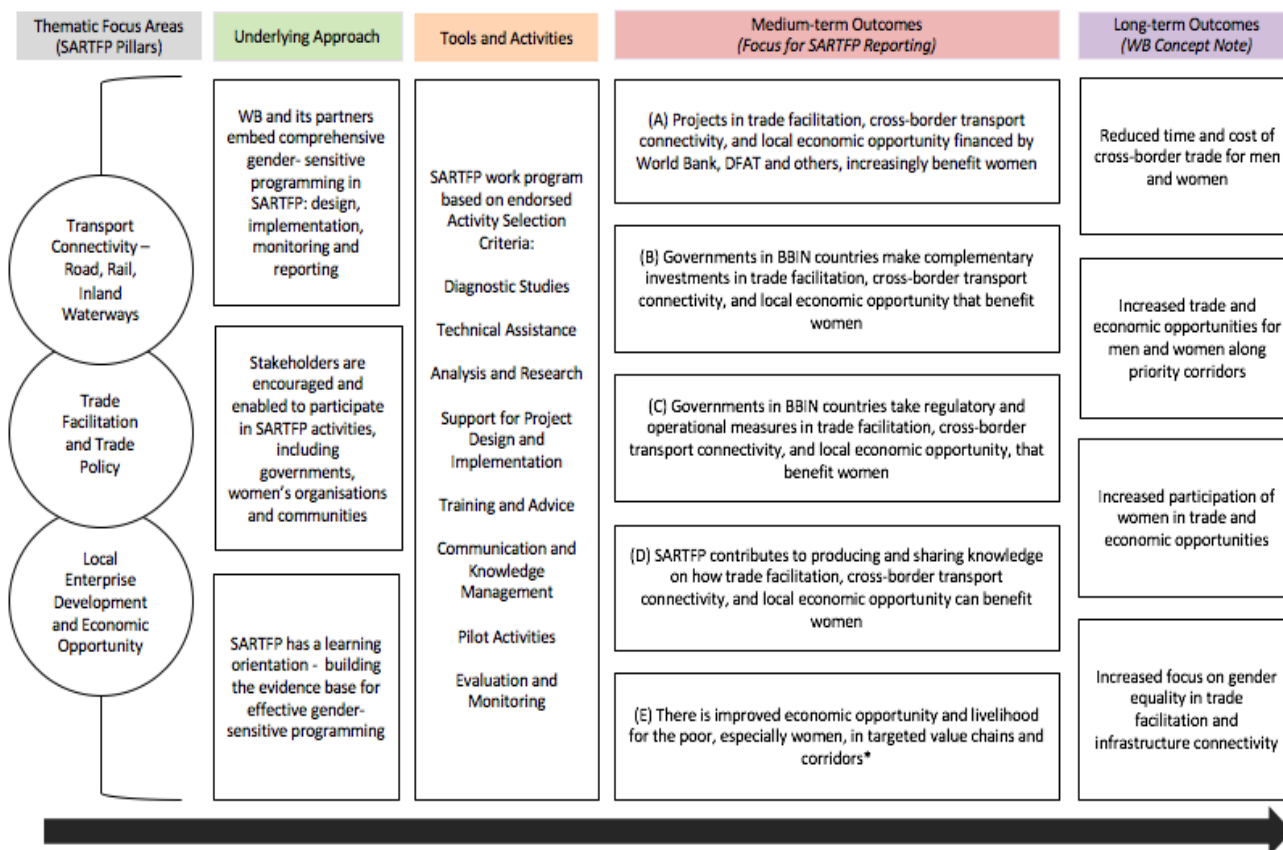
Results	Indicators
<p>MTO A: IFG activities support critical policy and reform measures in priority sectors (transport, energy)</p>	<p>Number of IFG activities are informing new or amended actions by governments (systems, policy, programs etc) – demonstrating its influence on uptake by partners to improve sector performance.</p>
	<p>Number of IFG activities have helped to build / strengthen knowledge and capacity of partners which is helping to shift mindsets, fast-track and improve the quality of implementation of partner and World Bank projects</p>
	<p>Number of IFG activities that are <u>directly</u> strengthening the quality of government investments in South Asia, demonstrating the impact and influence of IFG at scale.</p>
<p>MTO B: Increased quality and volume of Sector investments (transport, energy) unlocked or leveraged from WBG and from external resources (donors, PPPs), as a result of IFG work</p>	<p>The amount IFG projects have leveraged in WB lending.</p>
	<p>The value of the investment pipeline IFG activities have developed</p>
	<p>The value of external donor funding that IFG activities have attracted</p>
	<p>The number of IFG activities that are facilitating models of collaborative and innovative partnerships with the private sector</p>
<p>MTO C: IFG strengthens Social Inclusion and Gender equality and empowerment in transport and energy sector investments</p>	<p>The number of IFG activities that have a 100% gender focus that are identifying and promoting innovative approaches in policy and investments.</p>
<p>MTO D: IFG contributes to improved effectiveness of World Bank Operations in transport and energy in South Asia</p>	<p>The number of times IFG has enabled WB lending operations to undertake gender / social inclusion analysis (beyond standard requirements); and has influenced WB operations to undergo rigorous evaluations with a gender focus</p>
	<p>Increase in activities within the IFG portfolio that are strengthening the quality of WB operations (particularly expansion to conflict-affected areas, poor communities, new themes), thereby contributing to better prosperity and stability in South Asia</p>

IFG Results Framework

Annex 4: SARTFP Theory of Change and Results Framework

South Asia Trade Facilitation Program (SARTFP) Theory of Change

The objective of the SARTFP is to identify and build consensus around priority investments, policy actions, and institutional arrangements, and provide capacity support to local enterprises - within country and cross-border - to enhance trade and economic opportunities for men and women along the Eastern Corridor of South Asia.



Agreed 25 Feb 2016

* Significant impact is more likely to be achieved in the longer term in view of the project cycle time horizon

SARTFP Results Framework

SARTFP Medium Term Outcome indicators ¹⁵⁸	Baseline	Target Values		Data Collection and Reporting
		Mid-term	Final	
MTO A: Projects in trade facilitation, cross-border transport connectivity, and local economic opportunity in BBIN countries financed by World Bank, DFAT and others, increasingly <i>benefit women</i> *.				
Indicator 1: Increase in the percentage of projects under Global Practices ¹⁵⁹ relevant to SARTFP that are <i>gender informed (across the three gender dimensions)</i> *				World Bank (and other development partners') project documents and reports
Under Pillar 1: Transport Connectivity - Road, Rail, Inland Waterways				
Under Pillar 2: Trade Facilitation and Trade Policy				
Under Pillar 3: Local Enterprise Development and Economic Opportunity				
Indicator 2: Value of financing ¹⁶⁰ to projects or pilots outside SARTFP benefitting women in trade facilitation, cross-border transport connectivity, or local economic opportunity				World Bank (and other development partners') project documents and reports
Under Pillar 1: Transport Connectivity - Road, Rail, Inland Waterways				
Under Pillar 2: Trade Facilitation and Trade Policy				
Under Pillar 3: Local Enterprise Development and Economic Opportunity				
Qualitative question: To what extent has the World Bank and its partners embedded comprehensive gender- sensitive programming in SARTFP design, implementation, and monitoring and reporting. How has SARTFP contributed to extending gender good practice to projects not receiving funds from SARTFP?				

¹⁵⁸ Asterisked italic terms appearing in indicators are defined following end of table

¹⁵⁹ Transport, Trade & Competitiveness, Social Development, and Agriculture

¹⁶⁰ Will include counterpart financing

MTO B: Governments in BBIN countries make complementary investments in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women.

<p>Indicator 3: Number of complementary investments made by BBIN governments that benefit, or are expected to benefit, women</p>			<p>Government budget and investment documents SARTFP project monitoring and documents Media reports</p>
<p>Indicator 4: Value of complementary investments made by BBIN governments that benefit, or are expected to benefit, women</p>			<p>Government budget and investment documents SARTFP project monitoring and documents Media reports</p>
<p>Qualitative questions: Describe each investment and the ways in which they benefit women. Describe any quantitative or qualitative evidence to date, if any, which demonstrates benefit to women. How have SARTFP activities contributed to these investments?</p>			<p>Case studies, evaluations, project research, government documents, and SARTFP qualitative analysis</p>

MTO C: Governments in BBIN countries take regulatory and operational measures in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women.

<p>Indicator 5: Number of new or amended regulatory actions¹⁶¹ taken by BBIN governments that benefit, or are expected to benefit, women</p>			<p>Government policy documents SARTFP project monitoring and documents Media reports</p>
<p>Indicator 6: Number of new or amended operational measures¹⁶² taken by BBIN governments that benefit, or are expected to benefit, women</p>			<p>Government policy documents SARTFP project monitoring and documents Media reports</p>
<p>Qualitative questions: What are the measures and how do they benefit women? Describe any quantitative or qualitative evidence to date, if any, which demonstrates benefit to women?</p>			<p>Case studies, evaluations, project research, government documents, and SARTFP qualitative analysis</p>

¹⁶¹ E.g. Modernization, simplification and harmonization of customs procedures

¹⁶² E.g. Simplified border post procedures

How have SARTFP activities contributed to these measures?				
MTO D: SARTFP contributes to producing and sharing knowledge on how trade facilitation, cross-border transport connectivity, and local economic opportunity can benefit women.				
Indicator 7: Number of impact evaluations supported by SARTFP				SARTFP project monitoring and documents
Indicator 8: Number of papers or studies produced and data sets made available under SARTFP				
Indicator 8: Number of web downloads and news article citations for formally published and disseminated reports; and SARTFP website hits				SARTFP project monitoring and documents Media monitoring Web analytics
Indicator 9: Number of SARTFP activities (seminars, other knowledge sharing events, provision of guidelines, capacity building, etc.) to influence governments' investment, regulatory, and operational measures to benefit women ¹⁶³				SARTFP project monitoring and documents Records from events
Qualitative questions: How has SARTFP contributed to knowledge and understanding about how to integrate gender into trade activities? What evidence exists regarding the use and application of this knowledge? Who are the key constituents who have benefitted from this knowledge?				Case studies, evaluations, project research, government documents, and SARTFP qualitative analysis
MTO E: There is <i>improved economic opportunity</i> * and livelihood for the poor, especially women, in targeted value chains and corridors. ¹⁶⁴				
Indicator 10: Number of poor women and men with improved transport connectivity ¹⁶⁵ related to SARTFP (Pillar I)				Project reports and evaluations
Indicator 11: Number of poor women and men benefiting from improved trade policies and trade logistics related ^{166, 167} to SARTFP (Pillar II)				Project reports and evaluations

¹⁶³ To be disaggregated by MTO if required.

¹⁶⁴ Significant impact is more likely to be achieved in the longer term in view of the project cycle time horizon

¹⁶⁵ E.g. improved access to roads, inland waterways, etc.; upgraded and women friendly border post infrastructure

¹⁶⁶ E.g. simplified border clearance regimes for small-scale trade; improved border post design and procedures

¹⁶⁷ Under this indicator, the program will seek to ascertain value of exports facilitated (including new exports) in SARTFP related activities (ADR Indicator)

<p>Indicator 12: Number of poor women and men with improved livelihoods^{168, 169} related to SARTFP (Pillar III)</p>			<p>Project reports and evaluations</p>
<p>Qualitative question: In what ways has women’s economic opportunity or livelihood improved? (See definition of “improved economic opportunity”) What evidence is there that women have been involved in the design, development and ongoing ownership of new economic livelihoods in the targeted areas?</p>			<p>Case studies, evaluations, project research, government documents, and SARTFP qualitative analysis Results stories</p>

¹⁶⁸ E.g. increased skills of poor women and men allowing them to fully take advantage of increased economic opportunity

¹⁶⁹ Under this this indicator, the program will seek to ascertain the number of women and men in SARTFP related activities with increased incomes (ADR Indicator)

Annex 5: Documents Reviewed

1	Partnership Framework between Australian Agency for International Development and World Bank Group, September 23, 2011
2	Annex7.1 SARTFP Brochure Option 2
3	Partnership For South Asia (PFSA) Annual Reports: 2014, 2015, 2016
4	Minutes from World Bank SARTFP Internal Review Committee - 3 February 2017
5	Briefing for World Bank Annual Meetings 2016 DFAT-WBG collaboration in South Asia - AS Cleared Final
6	Brief - PFSA and SARTFP Donor Steering Committee Meeting
7	SARTFP Donor Steering Committee Meeting Activity Updates Dec 6 2017
8	SARTFP DSC Meeting notes, December 7th - EE notes
9	Regional Connectivity in South Asia stocktake - outline
10	Minutes, Working Level Meetings with World Bank and PFSA Secretariat 6 th December 2017
11	Assam Inland Waterways case study (SARTFP) – draft, 2016
12	World Bank Task Team Leaders & contacts
13	Two IFG case studies (drafts) - on energy; and on transport & logistics
14	Second batch of theory of change documents
15	First batch of theory of change documents
16	SARTFP results framework final
17	IFG results framework (draft & final)
18	SARTFP annual report, 2016 (dated March 2017)
19	DFAT South Asia Regional Aid Investment Plan 2015-19
20	DFAT Monitoring and evaluation standards
21	DFAT: INL093 Aid Quality Checks- 2016, 2017
22	PFSA Administration Manual (version 2.0 April 2016)
23	Mallon, R. and Ernst, S., (2012) South Asia Regional Program Evaluation (ING 236), AusAid, May 2012
24	SARTFP theory of change
25	DFAT: South Asia Aid Program Performance Reports (APPR), 2012-2013, 2013-2014, 2014-2015, 2015-2016, 2016-2017
26	Signed Services Order
27	PFSA & SARTFP Donor Steering Committee Minutes 12 September 2016 DRAFT with WB and DFAT edits and final
28	SARTFP Annex 2 Specific Program Management Arrangements for SARTFP (undated)
29	DFAT - World Bank SARTFP Framing Paper Feb 2015
30	DFAT Infrastructure Aid fact sheet, updated October 2017
31	IFG Annual Review Report: 2015, 2016
32	2016 DRAFT IFG Annex March 24 2017

33	Annex A IFG Theory of Change
34	Annex B IFG Results Framework
35	DFAT, Strategy for Australia's Aid Investments in Infrastructure, July 2015
36	SARTFP Investment Design Summary Final 19 May 2015
37	Att 1 SARTFP WB Concept Note
38	Att 2 Program logic (SARTFP)
39	Att 3 SARTFP Technical Advisory Facility Terms of Reference
40	Bamber, Penny, and Cornelia Staritz. 2016. The Gender Dimensions of Global Value Chains. Geneva: International Centre for Trade and Sustainable Development (ICTSD).
41	Working with the World Bank on Gender Equality 2 clean (A note prepared for DFAT team working on Pakistan) October 2017
42	WTO_UNCTAD Public Forum Event Report
43	DFAT, '2017 Foreign Policy White Paper', Canberra https://www.fpwhitepaper.gov.au/
44	Freeman, P. 2015. Independent Mid-term Review of the Australian Foreign Affairs and Trade – World Bank Partnership for South Asia. Australian Government and World Bank.
45	Gender Analysis of Access to Power, North Eastern Region Power System Improvement Project, The World Bank, September 2015
46	Lighting the way in Manipur, Case Study on Institutional Strengthening and Capacity Building Reforms for Manipur State Power Distribution Company Limited, The World Bank, February 2016
47	https://www.railway-technology.com/projects/eastern-dedicated-freight-corridor-edfc/
48	The Operator's Story , Emerging Findings, Railway and Transport Strategy Centre, OECD ITF 2017, Leipzig May 2017
49	ITF (2008), The Wider Economic Benefits of Transport: Macro-, Meso- and Micro-Economic Transport Planning and Investment Tools, ITF Round Tables, No. 140, OECD Publishing, Paris
50	http://www.imperial.ac.uk/transport-studies/railway-and-transport-strategy
51	Mani, Muthukumara; Bandyopadhyay, Sushenjit; Chonabayashi, Shun; Markandya, Anil; Mosier, Thomas. 2018. South Asia's Hotspots : Impacts of Temperature and Precipitation Changes on Living Standards. South Asia Development Matters, Washington, DC: World Bank. https://openknowledge.worldbank.org/handle/10986/28723
52	http://iresearch.worldbank.org/PovcalNet/povDuplicateWB.aspx ; note that Afghanistan not included in information at the link as no data available.
53	Barro, Robert J.; Lee, Jong-Wha. 2011. <i>Costs and Benefits of Economic Integration in Asia</i> . Asian Development Bank.
54	Pompa, C, (2013), 'Understanding Challenge Funds' ODI, London, UK
55	Korten, D. (1992) 'Rural development programming: The learning process approach', in Lynton, R. and Pareek, U. (eds) Facilitating Development: Readings for Trainers, Consultants and Policy-makers, London/New Delhi/Newbury Park (CA), Sage, pp. 338–344.
56	International Trade Centre (2015), Unlocking Markets for Women to Trade , www.intracen.org
57	TAF Workshop Report- Gender & Trade Facilitation Workshop –Proceedings Report (Internal)

58	ICRIER, (October 2017), Trade Facilitation Measures to Enhance Women’s Participation in Cross-border Trade in BBIN
59	UNDP (June 2016) , TRADE WINDS OF CHANGE: WOMEN ENTREPRENEURS ON THE RISE IN SOUTH ASIA http://www.asia-pacific.undp.org/content/rbap/en/home/library/sustainable-development/trade-winds-of-change.html
60	Prasai, S. and Diya Nag (2017), ‘Expanding the Benefits of Trade to Women in the BBIN Region: A Program Design Primer’ , The Asia Foundation, New Delhi
61	DFAT Office of Development Effectiveness (2014) ‘Smart economics: evaluation of Australian aid support for women’s economic empowerment’; see also foreword to DFAT ‘Gender Equality and Empowerment Strategy, February 2016, by Julie Bishop, Minister of Foreign Affairs ‘Promoting gender equality is smart economics, and the right thing to do’
62	https://www.weforum.org/agenda/2017/08/the-growth-paradox-can-tourism-ever-be-sustainable/
63	World Bank blog: Government and World Bank Sign New Agreement to Unlock Tourism Potential of Uttar Pradesh. December 28 th 2017
64	<i>World Bank. 2016. South Asia Regional Gender Action Plan, FY16-FY21.</i> World Bank, Washington, DC.
65	Commonwealth of Australia, DFAT, Gender equality and women’s empowerment strategy, February 2016.
66	World Bank Group Gender Strategy (FY16-23) Gender Equality, Poverty Reduction, and Inclusive Growth, p.23
67	Independent Evaluation Group (2015) ‘Results and performance of the World Bank Group’ , concluded that the ‘Bank’s tick-box approach to gender integration did not lead to meaningful and substantial integration’
68	International Finance Corporation (2007), ‘Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets’, World Bank Group.
69	Pillar, F.T., and Antons, D. (2015), ‘Opening the Black Box of “Not Invented Here”: Attitudes, Decision Biases, and Behavioral Consequences’, Academy of Management Executive, DOI 10.5465/amp.2013.0091
70	Huq C.W.,(2010), ‘Analysis of Recipient Executed Trust Funds’,CFP Working Paper Series, Washington DC, World Bank; Winters, J. and Sridhar, D., ‘Earmarking for global health: benefits and perils of the World Bank’s trust fund model’. BMJ 2017;
71	Barakat, S.; Rzeszut, K.; Martin, N. What is the track record of multi donor trust funds in improving aid effectiveness? An assessment of the available evidence. EPPI-Centre, Social Science Research Unit, Institute of Education, University of London, London, UK (2012) xii + 129 pp. ISBN 978-1-907345-29-6
72	World Bank trust funds fact sheet http://siteresources.worldbank.org/CFPEXT/Resources/TFfactsheetapril2017.pdf
73	Porter, M.E., (1979), ‘How Competitive Forces Shape Strategy’, in Harvard Business Review (March-April 1979), Harvard College
74	The Swedish International Development Cooperation Agency (SIDA) defines a challenge fund as ‘a financing mechanism to allocate (donor) funds for specific purposes using competition among organisations as the lead principle’.; See Pompa, C, (2013), ‘Understanding Challenge Funds’ ODI, London, UK
75	World Bank Group IEG 2012. Designing a results framework for achieving results: a how-to guide. World Bank Group Washington.

76	OECD (2013), 'The DAC Network on Development Evaluation – 30 years of strengthening learning in development', Paris.
77	https://www.hindustantimes.com/analysis/boosting-business-in-the-bangladesh-corridor-is-crucial-to-india-s-act-east-policy/story-QQil8gOEVRPEX6XZshJteP.html ; accessed May 2018
78	Annual Report of the Government Chief Scientific Adviser (2014). 'Innovation: Managing Risk, Not Avoiding It', The Government Office for Science, London
79	Letter from World Bank's Vice President for South Asia region Annette Dixon to Indian Envoy, July 2017, reported in https://www.hindustantimes.com/india-news/world-bank-assures-neutrality-in-india-pakistan-talks-over-indus-waters-treaty/story-mjhsABmxPNzQeXQWeDc7UN.html ; accessed February 2018
80	World Bank Group IEG 2016. Learning from IDA Experience: Lessons from IEG Evaluations. World Bank, Washington
81	A range of IFG and SARTFP documentation for the following projects was made available by the World Bank: IFG: South Asia Regional Facility for Women's Economic Empowerment and Integration; Evaluating gender gaps in infrastructure; Sustainable Development of Transmission and Distribution Sector in North Eastern Region of India; Trade, Logistics, Competitiveness in the Port Sector; Strengthening Institutional Development in World Bank-Funded Transport Projects SARTFP: SARTFP Knowledge Production and Sharing; Buddhist Circuit Development; Strengthening cross-border value chains and leveraging local development linkages in the Eastern region of South Asia; Planning for regional trade and gender inclusive Inland Water Transport in Assam; Addressing Women's and Children's Risks from Enhanced Connectivity.

Annex 6: Evaluation Questions

Part One: Evaluation of IFG			
Effectiveness			
Key evaluation questions	Second level questions	What will be explored	Data Methods
1. How did IFG perform against its objectives?	<p>-What evidence exists of development outcomes (including contributions to support critical policy and reform measures in priority sectors (transport, energy)? (MTO A)</p> <p>-What evidence exists of public diplomacy and communications as a result of IFG?</p> <p>Have there been any unintended outcomes?</p>	<p>The overarching desired effects. The underlying theory of change. The underlying assumptions. The mix of intervention and activities.</p> <p>The end to end process: The activities that have been undertaken. How these are determined and why. Progress to date. Enablers. Barriers to achievement.</p> <p>The outcomes at project and program level to date:</p>	<p>Literature Review – including comparative evaluation literature related to World Bank programs with gender programming, taking a selection of resources from the IEG attached to the World Bank, and external evaluation resources. Examples of gender-oriented funding vehicles. Current processes for gender inclusion in WB processes.</p>

	<p>PSFA Secretariat</p> <p>-To what extent has IFG contributed to improved effectiveness of WB Operations in transport and energy in South Asia? (MTO D)</p> <p>- As a result of IFG work, has there been an increased quality and volume of Sector investments (transport, energy) unlocked or leveraged from WBG and from external resources (donors, PPPs)? (MTO B)</p>	<p>Broad project analysis. Reported outcomes by project against planned outcomes. Reach of program (reach in countries and across regions, against baseline).</p> <p>Whether the interventions and instruments produced the desired effects: Could other interventions achieve better results?</p>	<p>Program document review including: design documents; results framework; monitoring and evaluation framework; baseline report; workplans; results framework; DFAT/WB roles, responsibilities and accountability, progress reports; standard operating procedures.</p> <p>Clarification of the program’s theory of change to check for alignment of activities and direction with intended goals</p> <p>Project Analysis</p> <p>Selected project analysis based on sampling framework (see methodology section)</p> <p>Semi-structured Interviews: DFAT, WB, TAF, at least two of the project countries. Other stakeholders as necessary (e.g. workshop participants)</p>
Efficiency			
<p>2. Is funding being used efficiently and what have been the factors affecting the WB’s disbursement rates?</p>	<p>- What was the process (DFAT and WB) used to allocate program funds and does this process facilitate responsiveness to emerging opportunities?</p> <p>How is IFG making appropriate use of DFAT’s time and resources to achieve planned objectives?</p>	<p>Has DFAT’s investment brought about changes or would change have happened anyway.</p> <p>Efficiency of the mechanism as a means of influencing WB practices and whether alternative means of influencing WB practices are available to DFAT.</p>	<p>See above method</p>

Relevance			
3. How is IFG relevant and appropriate in the current context and environment of Australia's aid priorities?			See above method
Gender Equality			
4. How did IFG adapt its aims, objectives and approach to align with DFAT's gender equality and women's empowerment strategy ¹⁷⁰ ?	<p>- What evidence exists of IFG strengthening Social inclusion and Gender equality and empowerment in transport and energy sector investments? (MTO C)</p> <p>- As a result of this investment, to what extent has the WB treated gender equality as a higher priority in its own policies and processes?</p>	IFG was already active when DFAT's gender equality and women's empowerment strategy was launched. This question is designed to test to what extent programs are adaptable and have the ability to encompass evolving donor priorities and whether the implementation management model is an influencing factor.	See above method

Part Two: Review of SARTFP			
Effectiveness			
Key evaluation questions	Second level questions	What will be explored	Data methods
1. How has SARTFP performed against its objectives to date?	<p>To the extent possible:</p> <p>- Are there indications of development outcomes (including contributions to regional connectivity, trade facilitation and gender) resulting from SARTFP?</p>	<p>The overarching desired effects. The underlying theory of change. The underlying assumptions; the mix of intervention and activities based on agreed results framework.</p> <p>The end to end process: The activities that have been undertaken. How these are determined</p>	Literature Review - including comparative evaluation literature related to World Bank programs with gender programming, taking a selection of resources from the IEG attached to the World Bank, and external evaluation resources. Examples of gender-oriented funding vehicles. Current processes for

¹⁷⁰ <http://dfat.gov.au/about-us/publications/documents/gender-equality-and-womens-empowerment-strategy.pdf>

	<p>- What evidence exists of public diplomacy and communications as a result of SARTFP to date?</p> <p>-Have there been any unintended outcomes from SARTFP?</p> <p>-Has the political and economic environment of South Asia impacted the effectiveness of SARTFP?</p> <p>-To what extent has the WB and its partners' embedded comprehensive gender-sensitive programming in SARTFP design, implementation, and monitoring and reporting? (WB and partners)</p> <p>PSFA Secretariat</p> <p>What has been the increase in the percentage of projects under Global Practices relevant to SARTFP that are gender informed? (MTO A)</p> <p>What value of financing exists to projects or pilots outside SARTFP benefitting women in trade facilitation, cross-border transport connectivity, or local economic opportunity? (MTO A)</p> <p>What is the number of complementary investments made by BBIN</p>	<p>and why. Progress to date. Enablers. Barriers to achievement.</p> <p>The outcomes at project and program level to date: Broad project analysis. Reported outcomes by project against planned outcomes. Reach of program (reach in countries and across regions, against baseline)</p>	<p>gender inclusion in WB processes.</p> <p>Program Document reviews, including: design documents; results framework; monitoring and evaluation framework; baseline report; workplans; results framework; DFAT/WB roles, responsibilities and accountability, progress reports; standard operating procedures.</p> <p>Clarification of the program's theory of change to check for alignment of activities and direction with intended goals</p> <p>Project Analysis</p> <p>Selected project analysis based on sampling framework (see methodology section)</p> <p>Semi-structured Interviews: DFAT, WB, TAF, at least two of the project countries. Include analysis of political context. Other stakeholders as necessary (eg workshop participants)</p>
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	governments that benefit, or are expected to benefit, women? (MTO B)		
	What value of complementary investments made by BBIN governments that benefit, or are expected to benefit, women exist? (MTO B)		
	What is the number of new or amended regulatory actions taken by BBIN governments that benefit, or are expected to benefit, women? (MTO C)		
Efficiency			
2 Is funding being used efficiently and what have been the factors affecting the WB's disbursement rates?	- What was the process (DFAT and WB) used to allocate program funds and does this process facilitate responsiveness to emerging opportunities? How is SARTFP making appropriate use of DFAT's time and resources to achieve planned objectives?	Has DFAT's investment brought about changes or would change have happened anyway. Efficiency of the mechanism as a means of influencing WB practices and what other means does DFAT have available.	In addition to above: Document review and qualitative assessment - End to end review and comparison of direct and indirect DFAT resources. Review quality and use of advisory information.
Relevance			
3. How is SARTFP, and each of the three pillars, relevant and appropriate in the current context and environment of Australia's aid priorities?			From comparative analysis, qualitative interviews and program review above.
Gender equality			
4. How did SARTFP adapt its aims, objectives and approach to align with DFAT's gender equality	- As a result of SARTFP, to what extent has the WB treated gender equality as a higher priority in its own policies and processes?	This question is designed to test to what extent programs are adaptable and have the ability to encompass evolving donor priorities and	From comparative analysis, qualitative interviews and program review above

<p>and women's empowerment strategy¹⁷¹?</p> <p>5. Has SARTFP made progress against objectives focused on advancing gender equality and women's empowerment?</p>	<ul style="list-style-type: none"> - What evidence is there that women have been involved in the design, development and ongoing ownership of new economic livelihoods in the targeted areas? - What are the key challenges of promoting gender equality in regional connectivity programs? <p>PSFA Secretariat:</p> <ul style="list-style-type: none"> - How has SARTFP contributed to knowledge and understanding about how to integrate gender into trade activities? (MTO D) - What evidence exists regarding the use and application of this knowledge? (MTO D) - Who are the key constituents who have benefitted from this knowledge? (MTO D) - In what ways has women's economic opportunity or livelihood improved? (MTO E) 	<p>whether the implementation management model is an influencing factor.</p> <p>The extent to which women have been involved in the design, development and ongoing ownership of new economic livelihoods in the targeted areas.</p> <p>How the integration of gender equality into SARTFP has been perceived by the WB and other key stakeholders and any challenges influencing the WB at this level.</p> <p>The extent to which SARTFP is leading to positive change in WB partners, such as host governments in their prioritising of gender equality.</p>	<p>Strong focus in qualitative interviews</p>
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¹⁷¹ Ibid.

Part Three: Comparison of the programs' management and implementation models.

Key evaluation questions	Second level questions	What will be explored	Data methods
<p>1. Is the partnership or partner-led model more effective in achieving program outcomes?</p>	<p>- Comparing the governance structures, management and implementation approaches of SARTFP and IFG what are the strengths and weaknesses?</p> <p>To what extent is there a shared understanding of the terms 'partner-led' and 'partnership'?</p> <p>To what extent has DFAT's investment in the TAF delivered influence (including in gender equality, governance and partnerships, trade facilitation and monitoring and evaluation) within the WB and more broadly in regional connectivity programs?</p> <p>-To what extent have DFAT and the TAF influenced WB programs and processes, including the integration of gender and monitoring evaluation, in all regional connectivity programs?</p>	<p>The substance and practical reality behind the terms partner-led and partnership model. For example if IFG projects establish a theoretical baseline for hands-off investment by DFAT, then to what extent does having the TAF change WB performance compared to this baseline?</p> <p>Whether evidence suggests that progress under SARTFP is proportionate with DFAT's additional investment of resources (including the TAF compared to IFG).</p> <p>Explore the role of the advisory group (e.g. whether it is intended to be proactive or reactive), their sphere of influence, and whether the role of TAF should change as the SARTFP evolves and need from a TAF change.</p> <p>Communication - who to liaise with on what issues (Post, DFAT Canberra, WB officials)</p> <p>Whether the Trust Fund model is the most appropriate mechanism</p>	<p>Drawn from evidence-base above: comparative literature review, program and project analysis and qualitative interviews.</p>

		for the intended gender programming outcomes? Explore the governance structures and the regional oversight	
Part Four: Inform DFAT's future investments and policy decisions			
Key evaluation questions	Second level questions	What will be explored	Data methods
1. Based on findings and observations from parts 1, 2 and 3 on the evaluation, what program delivery options could DFAT consider in the design of a new regional connectivity program in South Asia?	- To what extent are insights, mechanisms and/or lessons learned from IFG and SARTFP influencing other programs within, and outside, of the PFSA trust fund?	The potential for DFAT, through its investments, to foster a positive cumulative impact across the region. Evidence of influence. Whether the institutional arrangements in both DFAT and the WB are amenable to ensure lessons learned constructively. Intelligence concerning which management model is most appropriate in certain circumstances. How opportunities for leverage can be structured. How other funding partners could enhance the likelihood the program aims and objectives are met.	Evidence-based recommendations formed, based on core methodology above.

Annex 7: List of people interviewed

Stakeholder	Location	Means of Engagement
DFAT		
Andrew Collins- Branch Head	Canberra	Teleconference
Jane Chandler - Director of South Asia Regional Section	Canberra	Teleconference
Kirsty Harris - Director of South Asia Regional Section	Canberra	Teleconference
Esther Ewagata - Assistant Director of South Asia Regional Section	Canberra	Teleconference
Caroline Mills - First Secretary, DFAT New Delhi	New Delhi	In person
Tanushree Bhowmik,-Program Officer, DFAT New Delhi	New Delhi	In person
Priyanka Chowdhury from DFAT in Dhaka and Tara Gurgung	Dhaka & Kathmandu	Teleconference
World Bank		
Mandakini Kaul - Window Manager for SARTFP	New Delhi	In person
Irina Gabriel - PFSA Program Manager and IFG Window Manager	D.C.	In person
Debbie Menezes - M&E adviser for IFG and SARTFP	New Delhi	In person
David Warren - Practice Manager, Social Development, South Asia. Jen Solotaroff plus Social Development Team	DC	In person
Sanjay Kathuria, Lead Economist, Trade and Competitiveness Global Practice, South Asia Region	DC	In person
Martin Rama - Chief Economist for South Asia Region and SARCE team, plus two Economists from the SAR team (Muthukumara S. Mani & Robert Beyer)	DC	Teleconference (TTLs in person)
Nicolette Bowyer, former PFSA Program Manager (till early 2017)	DC	In person
Demetrios Papathanasiou, Practice Manager for Energy & Extractives and team	DC	In person
Meeting with Esperanza Lasagabaster, Practice Manager for Trade & Competitiveness Global Practice, South Asia	DC	In person
Karla Carvajal, Practice Manager for Transport Sector, South Asia	DC	In person
Elena Karaban, Senior Communications Officer, South Asia & WB Communications Team	DC	In person

Melissa Williams, Senior Rural Development Specialist, Global Food and Agriculture, Africa Region (TTL) for IFG- South Asia Regional Facility for Women's Economic Empowerment and Integration & formerly TTL for SARTFP- Advancing Women's Enterprises for Economic Impact in the farm/nonfarm value chain and regional trade	DC	In person
Matias Dappe, Senior Economist TTL for IFG Trade, Logistics, Competitiveness in the Transport Sector	DC	In person
Sanjay Gupta, Regional Cooperation Consultant	New Delhi	In person
Rohit Mittal, Senior Energy Specialist (TTL) India NE Transmission and Distribution	New Delhi	In person
Amol Gupta, Energy Specialist (Team Member) India NE Transmission and Distribution	New Delhi	In person
Mridula Singh, Senior Social Development Specialist (TTL), Addressing Women's and Children's Risks from Enhanced connectivity, TTL Assam Inland Waterways	New Delhi	In person
Stefania Abakerli (TTL), Buddhist Circuit Development	DC	Teleconference
Sanjay Saxena, Tourism Consultant (Team Member), Buddhist Circuit Development	New Delhi	In person
Monica Raina, Civil Society and Livelihood Consultant (Team Member), Advancing Women's Enterprises for Economic Impact in the farm/nonfarm value chain and regional trade	New Delhi	In person
Priti Kumar, Senior Agricultural Specialist (TTL) Advancing Women's Enterprises for Economic Impact in the farm/nonfarm value chain and regional trade	New Delhi	In person
Technical Advisory Facility		
Gillian Brown (Gender)	UK	Teleconference
Sara Webb (Monitoring and Evaluation)	Australia	Teleconference
Jim Redden (Trade Facilitation)	Australia	Teleconference
Mona Shrestha (Trade Facilitation)	Geneva	Teleconference
Other Stakeholders		

Dr Duncan Overfield, Deputy Head & Regional Economic Development Team Leader, DFID Asia Regional & Dr Jaya Singh Verma, Senior Programme Manager, Asia Regional, DFID	New Delhi	In person
Dr Sagar Prasai, Country Representative, India and Dr Diya Nag, Senior Program Officer, India, The Asia Foundation	New Delhi	In person
Dr Prabir De, Professor and Coordinator of ASEAN-India Centre (AIC), Research and Information System for Developing Countries (RIS)	New Delhi	In person
Bipul Chatterjee, Executive Director and Prithviraj Nath, Associate Director, Consumer Unity & Trust Society-CUTS International	New Delhi	Teleconference

Annex 8: Schedule of Meetings

Time	Event	Location
Jan 30 th 9pm	Teleconference with Jane Chandler and Kirsty Harris	UK
Feb 1 st 11am	Teleconference with Gillian Brown	UK
Feb 2 nd 10am	Teleconference with Jim Redden and Mona Shrestha	UK
Meetings in Washington		
February 5, 2018		
09:30 – 10:30	Robert Saum, Director of Regional Integration and Partnerships	World Bank Office
10:30 – 12:00	PFSA Secretariat (Debbie, Lin, Irina)	World Bank Office
12:00 – 13:30	Lunch	World Bank Office
13:30 – 14:30	Nicolette Bowyer, former PFSA Program Manager	World Bank Office
14:30 – 15:30	Matias Dappe- TTL for IFG Trade, Logistics, Competitiveness in the Transport Sector	World Bank Office
15:30 – 17:00	Melissa Williams-TTL for IFG- South Asia Regional Facility for Women's Economic Empowerment and Integration & formerly TTL for SARTFP- Advancing Women's Enterprises for Economic Impact in the farm/nonfarm value chain and regional trade	World Bank Office
February 6, 2018		
08:00 – 09:30	VC with Martin Rama, Chief Economist for SAR and SARCE team	World Bank Office
10:00 – 11:00	Sanjay Kathuria TTL for SARTFP- Strengthening cross-border value chains and leveraging local development linkages in the Eastern region of South Asia	World Bank Office
14:00 – 15:30	Demetrios Papathanasiou, Practice Manager for Energy & Extractives Global Practice, South Asia Region	World Bank Office
February 7, 2018		
10:30 – 12:00	David Warren, Practice Manager for Social Development, South Asia and team	World Bank Office
14:00 – 15:00	Meeting with Esperanza Lasagabaster, Practice Manager for Trade & Competitiveness Global Practice, South Asia	World Bank Office
February 8, 2018		
08:00 – 09:00	Karla Carvajal, Practice Manager for Transport Sector, South Asia & Sanjay Kathuria	World Bank Office
09:30 – 11:00	Elena Karaban, Senior Communications Officer, South Asia & Communications team	World Bank Office
14:00 – 15:00	Wrap up meeting	World Bank Office

February 9, 2018		
10.00 – 11:00	Debbie Menezes - M&E adviser for IFG and SARTFP	WB office
11:30-12:30	Teleconference with Matias Dappe	WB office
Teleconferences from the UK		
Feb 13 th 9am	Priyanka Chowdhury from DFAT in Dhaka	UK
Feb 14 th	Andrew Collins- Branch Head	UK
Feb 19 th	Esther Ewagata - Assistant Director of South Asia Regional Section	UK

Meetings in New Delhi		
Time	Event	Location
Monday, February 12 th , 2018, New Delhi		
14.30-15.30 pm	Meeting with Dr Sagar Prasai and Dr Diya Nag, The Asia Foundation	TAF office
15.45 – 16.45pm	Meeting with Dr Prabir De, RIS	RIS office, India Habitat Centre
Tuesday, February 13 th , 2018, New Delhi		
11:30 - 12:30 pm	Teleconference with Prithviraj and Bipul Chatterjee, CUTS International	The Australian High Commission
1:30 - 03:30 pm	Meeting with Caroline Mills and Tanushree Bhowmik	The Australian High Commission
3:45 - 4:45 pm	Meeting with Dr Duncan Overfield, Deputy Head & Regional Economic Development Team Leader, DFID Asia Regional & Dr Jaya Singh Verma, Senior Programme Manager, Asia Regional, DFID	The Australian High Commission
Wednesday, February 14, 2018, New Delhi		
10.00 - 11.00 am	Meeting with SARTFP Secretariat Mandakini Kaul, Window Manager, SARTFP Sanjay Gupta, Regional Cooperation Consultant	World Bank, HT office Meeting room 330
11.00 - 12.00 pm	Meeting with IFG TTLs 1. India NE Transmission and Distribution Rohit Mittal, Senior Energy Specialist (TTL) Amol Gupta, Energy Specialist (Team Member)	World Bank, HT office Meeting room 330
12.00 - 1.00 pm	Meeting with SARTFP TTLs 1. Addressing Women's and Children's Risks from Enhanced connectivity	World Bank, HT office

	Mridula Singh, Senior Social Development Specialist (TTL) 2. Assam Inland Waterways Mridula Singh, Senior Social Development Specialist (Team Member) 3. Buddhist Circuit Development Sanjay Saxena, Tourism Consultant (Team Member) 4. Advancing Women’s Enterprises for Economic Impact in the farm/nonfarm value chain and regional trade Priti Kumar, Senior Agricultural Specialist (TTL) Monica Raina, Civil Society and Livelihood Consultant (Team Member)	Meeting room 330
Mandakini Kaul will join all meetings on February 14		
Thursday, February 15, 2018, Varanasi – Sarnath		
One-day field trip to Sarnath for the Buddhist Circuits activity. Attendees: Sanjay Saxena, Tanushree Bhowmik, Beth Elson		

Annex 9: Strategic alignment

(This is taken from ‘**Working with the World Bank on Gender Equality**’, A note prepared for DFAT team working on Pakistan. October 2017.)

The World Bank Gender Strategy 2016 – 2021 has four objectives. These are compared to the objectives of DFAT’s Gender Equality and Women’s Empowerment Strategy in the table below, with the areas that correspond highlighted.

Comparison of World Bank and DFAT Gender Equality priorities

Four objectives of World Bank gender strategy	Three priorities of DFAT gender equality strategy
Improving human endowments: health, education, and social protection	
Removing constraints for more and better jobs Removing barriers to women’s ownership and control over assets	Promoting women’s economic empowerment
Enhancing women’s voice and agency, and engaging men and boys.	Enhancing women’s voice in decision-making, leadership and peace-building
NB While gender based violence is not a key objective of the Gender strategy, there is a commitment to addressing it in fragile contexts in the IDA 17 and 18 agreements (discussed later)	Ending violence against women and girls

The Bank’s strategy requires the Bank to work in certain ways. This equates to the four commitments of Australia’s strategy, although there are significant differences in how the agencies say they will work.

Comparison of World Bank and DFAT approaches

World Bank requirements	DFAT commitments
<p>Strengthening the country-driven approach with better country-level diagnostics, policy dialogue and sex-disaggregated data</p> <p>Developing a better understanding on what works for improving gender equality, by undertaking research and impact evaluations</p> <p>Building more systematically on what works by bringing evidence to task teams and clients</p> <p>Adopting a strategic approach to mainstreaming that helps achieve results on issues identified as key priorities in client countries, including a more robust monitoring system</p> <p>Leveraging partnerships for effective outcomes particularly key UN agencies and the private sector</p>	<p>Integrate gender equality and women’s empowerment into Australia’s foreign policy and work with governments in countries where we work to drive progress towards gender equality</p> <p>Integrate gender equality and women’s empowerment into aid for trade investments and economic diplomacy</p> <p>Invest in gender equality through Australia’s development program</p> <p>Lead by example and promote gender equality in our corporate and human resources policies and practices</p>

There are some important differences in these approaches that help explain why the organisations work on gender equality and women’s empowerment in different ways:

- DFAT requires mainstreaming in all their work and monitors the percentage of investments that have mainstreamed gender equality against a target of 80 per cent. The World Bank requires a strategic approach by identifying priority gender issues at the country level and targeting their effort and resources at these, and second by investing in evaluation and research to identify what works to achieve results, and then scaling this up.
- DFAT has a twin track approach: first with specific priority and investments to promote gender equality, and second by integrating gender more effectively in their work. The Bank does not explicitly state this.
- At a country level DFAT works to “drive progress on gender equality”, while the World Bank requires a “country-driven approach” and responding to the priorities of the governments. For the World Bank this means working with governments and increasing the diagnostic work on gender at the country level to identify key gender equality constraints or priorities that they can then respond to in their programs.

The Australian government is represented on the board of the World Bank where the Bank’s gender strategy was approved. This gives DFAT leverage when it comes to expecting that the Bank to, first and foremost, meet its own institutional obligations and commitments. The extent to which DFAT also expects the Bank and its clients to comply with DFAT’s gender strategy, where this might be additional to the Bank’s institutional gender equality obligations, therefore needs to be discussed, clarified, and agreed at the outset of each program that the two organisations partner on.

Annex 10: Analysis of selected IFG and SARTFP projects

Selected IFG Projects

1. South Asia Regional Facility for Women's Economic Empowerment and Integration

Country or regional focus	TTL	Grant Amount	Fund Balance	Disbursements	Commitments	% disbursed and expensed	Grant Closing Date
South Asia	Melissa Williams	384,337.90		384,337.90		100%	

Effectiveness: How did this IFG project perform against its objectives?

- **Objectives:** The South Asia Regional Facility for Women's Economic Empowerment and Integration commenced in 2014 under the IFG with a very broad range of objectives, including
 - enabling women to access finance, markets, training, knowledge and support networks;
 - providing a platform for civil society and World Bank clients to build a knowledge base of best practice in women's economic empowerment;
 - providing training for women's groups on different empowerment activities;
 - developing training materials and guides on skills and enterprise development; and
 - piloting initiatives to increase access to markets and trade by women's groups through an existing World Bank- facilitated network of organizations working in the South Asia Region¹⁷².
- **Outputs:** Noted in the 2016 PFSA report, the project has delivered a range of knowledge sharing outputs such as training, network meetings and workshops as well as published deliverables – for example, studies on gender accounting and GBV (gender-based violence published in Nepal¹⁷³.
- **Outcomes:** There is also evidence published about outcomes related to the network - for example, information and technical assistance provided by a BEES-funded consultant helped build the ADI program in Bangladesh, which has in turn provided basic health training to more than 7,000 participants and has '...helped to open and manage 4,700 savings accounts worth more than BDT 7 million managed by microfinance'.¹⁷⁴

Efficiency: Has funding being used efficiently and what have been the factors affecting the WB's disbursement rates?

Funding disbursement for the project was 100% (as at Dec 2017)¹⁷⁵, with no disbursement concerns noted in other available IFG documentation.

¹⁷² PFSA Annual Report 2015

¹⁷³ PFSA Annual Report 2016

¹⁷⁴ World Bank IFG Taskforce Overview undated. 'Business, Enterprise, and Employment Support (BEES) for Women in South Asia'

¹⁷⁵ IFG Disbursement Profile Dec 2017 – Excel spreadsheet

Relevance: How is this IFG project and its focus sectors relevant and appropriate in the current context and environment of Australia’s aid priorities?

The project has been relevant to Australian Aid priorities because of its gender / economic empowerment focus. In interview the project was also noted as intersecting with other gender-oriented networks and programs in South Asia¹⁷⁶.

Gender Equality: How did this IFG project adapt its aims, objectives and approach to align with DFAT’s gender equality and women’s empowerment strategy?

This project was designed to support progress on livelihoods central to women, focusing on land and increasing agricultural production, artisan and handicrafts, enterprise and entrepreneurship¹⁷⁷, with the aim to strengthen an underserved segment among women — particularly poor rural women engaged in informal economic activities — by enabling them to access finance, markets, training, knowledge and support networks, as well as policymakers¹⁷⁸.

‘...The on-going **South Asia Regional Facility for Women’s Economic Empowerment and Integration** has so far undertaken knowledge sharing and network meetings to promote learning on female worker’s rights initiatives, and has resulted in the network identifying two opportunities for joint production: an exercise on gender accounting, and building an online knowledge repository; and a study of gender impacts from energy sector programs in the lagging North East Region in India, and from other transport and urban investments in the region. These will become inputs into the design of larger follow-on lending investments of the Bank.’¹⁷⁹

The project was acknowledged in interviews as being **unique as a World Bank activity**, in that it provided network support, and was specifically gender-focussed¹⁸⁰.

2. Evaluating Gender Gaps in Infrastructure*

Country or regional focus	TTL	Grant Amount	Fund Balance	Disbursements	Commitments	% disbursed and expensed	Grant Closing Date
South Asia	Jennifer Solotaroff	250,000	56,720.38	139,979.62	53,300.00	77%	

Effectiveness: How did this IFG project perform against its objectives?

- **Objective:** The objective of this activity was to help empower women and girls by identifying ‘...innovative approaches to measure and address gender gaps in access to and use of infrastructure throughout South Asia – with particular attention to transport – through the development, testing, and use of robust diagnostic tools’¹⁸¹.
- **Outcomes:** Outcomes reported have included
 - new transport operations identified for gender technical support and impact evaluation; and

¹⁷⁶ Ref: Interview with Melissa Williams, Washington, Feb 2018

¹⁷⁷ World Bank IFG Taskforce Overview undated. ‘Business, Enterprise, and Employment Support (BEES) for Women in South Asia’

¹⁷⁸ PFSA Annual Report 2016.

¹⁷⁹ IFG Results Framework (2016-2017)

¹⁸⁰ Ref: Interview with Melissa Williams, Washington, Feb 2018

¹⁸¹ PFSA Infrastructure for Growth Window 2016 Annual Report Annex 24 Mar 2017

- technical support being provided to transport operations that are being evaluated under the South Asia Region Gender Innovation Lab (which would otherwise be dropped without this continuing support)¹⁸².

(See further detail of outcomes in gender section below.)

Efficiency: Has funding being used efficiently and what have been the factors affecting the WB's disbursement rates?

Disbursement was calculated at 77% in latest reporting as at December 2017.¹⁸³ No factors were identified as affecting disbursement rates.

Relevance: How is this IFG project and its focus sectors relevant and appropriate in the current context and environment of Australia's aid priorities?

The project is relevant to current DFAT aid priorities for infrastructure in South Asia, especially transport, and for its gender-programming focus. (See below for gender outcomes).

'... Particular attention is paid to transport – through the development, testing, and use of robust diagnostic tools. This activity will help expand the Gender Innovation Lab's work to include new transport and other emerging infrastructure projects to be evaluated regarding project impacts on gender inequalities.'¹⁸⁴

Gender Equality: How did this IFG project adapt its aims, objectives and approach to align with DFAT's gender equality and women's empowerment strategy?

Interviews noted that benefits from this project included new approaches being available that had not been previously used within the Bank¹⁸⁵. As a result, it was further noted that '...There has been improvement in the extent to which the World Bank mainstreams gender in its infrastructure investments.'¹⁸⁶

Notably, this project had an impact in terms of gender program design for other IFG/SARTFP-related projects. As at Feb 2017, this activity had brought six transport operations for various gender technical advice under the Lab, including:

- The Bangladesh Regional Connectivity Project (P154580) which incorporated a gender component into its operations;
- The Transport Connectivity and Asset Management Project, Sri Lanka (P132833) which incorporated gender technical support in design and implementation as well as evaluation support;
- The Mumbai Urban Transport Project (MUTP) 3 (P113028): inputs included intensive gender support to mainstream measures that improve safety and security, as well as reduce the risk of violence against women and girls on transport in Mumbai, with the objective to increase their use of public transport to access education, markets, and job opportunities; and

¹⁸² PFSA Infrastructure for Growth Window 2016 Annual Report Annex 24 Mar 2017

¹⁸³ IFG Disbursement Profile Dec 2017 – Excel spreadsheet

¹⁸⁴ PFSA Annual Report 2015

¹⁸⁵ Interview notes with Jennifer Solotoff and GSD team Feb 2018

¹⁸⁶ PFSA Annual Report 2015

- The Assam Inland Water Transport Project, India (P157929) and the Bangladesh Regional Water Transport Project (P154511) which both incorporated gender components¹⁸⁷

3. Sustainable Development of Transmission and Distribution Sector in North Eastern Region of India*

Country or regional focus	TTL	Grant Amount	Fund Balance	Disbursements	Commitments	% disbursed and expensed	Grant Closing Date
India	Rohit Mittal	653,121.84		653,121.84		100%	

Effectiveness: How did this IFG project perform against its objectives?

- **Objective:** The objective of the project was to support six states (Assam, Manipur, Mizoram, Meghalaya, Tripura and Nagaland) in ‘...capacity-building initiatives and institutional strengthening of the state power utilities to support the development of the energy sector in the North Eastern Region of India’¹⁸⁸.
- **Outputs:** Diagnostic studies were completed for eight utilities across six states, helping provide inputs for the design of a US\$ 938 million investment World Bank lending project. In addition, capacity building and Institutional strengthening plans for the eight power utilities across six states have been prepared and a workshop was conducted in Kolkata¹⁸⁹.
- **Outcomes:** Documentary analysis shows broad governmental impact from project activities:

‘...With focused interventions under the World Bank-supported Technical Assistance (TA) and sufficient support from the state, Manipur State Power Distribution Company Limited (MSPDCL) has taken a significant leap.... The utility, which has a consistent history of poor operations, is poised for a turnaround. ... the state has initiated efforts for the sustained development of the enterprise. Increased availability of reliable power is facilitating: mechanization of farming activity which leads to improvements in harvesting, storage and processing of agricultural produce while generating employment...and electrification and mechanization of looms and small machines which will facilitate further development in cottage industries...’¹⁹⁰

Efficiency: Has funding being used efficiently and what have been the factors affecting the WB’s disbursement rates?

Disbursement rates were noted at 100% as at December 2017¹⁹¹. Interview evidence indicated that leverage with the Government of India had occurred¹⁹²; and there is published evidence that the IFG grant leveraged World Bank lending:

‘...The IFG grant not only prepared the diagnostic study of the power sector in six participating states, it also supported the first phase of the US\$ 470 million IBRD lending project, particularly the

¹⁸⁷ PFSA 2017. IFG Draft Annual Report 2016.

¹⁸⁸ PFSA Infrastructure for Growth Window 2016 Annual Report Annex 24 Mar 2017

¹⁸⁹ PFSA Infrastructure for Growth Window 2016 Annual Report Annex 24 Mar 2017

¹⁹⁰ Case Study on Institutional Strengthening and Capacity Building Reforms for Manipur State Power Distribution Company Limited February 2016

¹⁹¹ IFG Disbursement Profile Dec 2017 – Excel spreadsheet

¹⁹² Interview Notes World Bank Rohit Mittal February 2018

procurement and implementation strategy based on the gaps within the state power utilities identified in the diagnostic studies'.¹⁹³

Relevance: How is this IFG project and its focus sectors relevant and appropriate in the current context and environment of Australia's aid priorities?

Documents show impact of the IFG project on the World Bank processes, for example:

'...PFSA has made an important contribution in deepening the World Bank's engagement in the region. This is exemplified by a recently completed activity, Sustainable Development of Transmission and Distribution Sector in North Eastern Region of India. The activity helped explore the feasibility of PPPs in this region, based on stock taking of experience in other parts of the country.'¹⁹⁴

Gender Equality: How did this IFG project adapt its aims, objectives and approach to align with DFAT's gender equality and women's empowerment strategy?

Interviews indicated that there was still work to do on gender programming¹⁹⁵, but that sensitisation activities had been undertaken¹⁹⁶. Gender relevant sensitisation was evident in reporting available from the project. For example:

'...Both WSI and IFG projects integrate gender issues into the design of the activity. In the Punjab Rural Water and Sanitation Sector Improvement Program (WSI), a study was completed on gender participation and social auditing Another activity -- aimed at sustainable development of the energy transmission and distribution sector in North Eastern Region of India (IFG) -- supported a background knowledge study on gender to help sensitize the different stakeholders on the subject.'¹⁹⁷

4. Chittagong Urban Resilience and City Development Strategy*

Country or regional focus	TTL	Grant Amount	Fund Balance	Disbursements	Commitments	% disbursed and expended	Grant Closing Date
Bangladesh	Shenhua Wang	246,081.94		246,081.94		100%	

Effectiveness: How did this IFG project perform against its objectives?

- **Objective:** The objective of this project was to prepare a strategy report on Urban Resilience and City Development Strategy for Chittagong to '...improve policymakers' knowledge of urban resilience strategies, and priority areas of investment for urban services and infrastructure'.¹⁹⁸
- **Output:** A development strategy paper was published on improving Chittagong's urban management and resilience to climate change¹⁹⁹.

¹⁹³ PFSA Annual Report 2015

¹⁹⁴ PFSA Annual Report 2015

¹⁹⁵ Interview Notes World Bank Rohit Mittal February 2018

¹⁹⁶ Interview Notes World Bank Rohit Mittal February 2018

¹⁹⁷ PFSA Annual Report 2015

¹⁹⁸ PFSA Infrastructure for Growth Window 2016 Annual Report Annex 24 Mar 2017

¹⁹⁹ PFSA Infrastructure for Growth Window 2016 Annual Report Annex 24 Mar 2017

- **Outcomes:** There is some evidence of outcomes beyond the publication of the paper:

‘...This study is also informing design of the World Bank’s proposed Municipal Governance and Service project which aims at improving governance and urban service delivery in 26 urban local bodies along the Dhaka-Chittagong growth corridor.’²⁰⁰

Efficiency: Has funding being used efficiently and what have been the factors affecting the WB’s disbursement rates?

Disbursement rates were noted at 100% as at December 2017²⁰¹.

Relevance: How is this IFG project and its focus sectors relevant and appropriate in the current context and environment of Australia’s aid priorities?

Reporting against the IFG framework notes that this project includes resilience to climate change, helps determine investment priorities for urban services and infrastructure²⁰². The project was noted as a highlight in the DFAT Aid Program Performance Reports for 2015-16 and 2016-17²⁰³.

Gender Equality: How did this IFG project adapt its aims, objectives and approach to align with DFAT’s gender equality and women’s empowerment strategy?

Gender design is not evident from the reporting for this project, which is focussed on climate change, urban services and infrastructure.

5. Trade, Logistics, Competitiveness in the Port Sector

Country or regional focus	TTL	Grant Amount	Fund Balance	Disbursements	Commitments	% disbursed and expensed	Grant Closing Date
South Asia	Matias Herrera Dappe	339,662.81		339,662.81		100%	

Effectiveness: How did this IFG project perform against its objectives?

- **Objectives:** Objectives for the project were documented as enhancing the policy discussion on competitiveness of seaborne trade in South Asia, specifically, regarding ports performance and port-focused logistics.
- **Outputs:** The final report has been completed, was endorsed by the Government of India, and presented at the World Conference on Transport Research²⁰⁴.
- **Outcomes:** Interviews indicated that there are extended outcomes from the project, with several different projects now emanating from this project. For example, in India – with

²⁰⁰ IFG Results Framework (2016-2017)

²⁰¹ IFG Disbursement Profile Dec 2017 – Excel spreadsheet

²⁰² IFG Results Framework (2016-2017)

²⁰³ DFAT Aid Program Performance Reports for 2015-16: South Asia Regional Development Program September 2016; and DFAT Aid Program Performance Reports for 2016-17: South Asia Regional Development Program

²⁰⁴ PFSA Infrastructure for Growth Window 2016 Annual Report Annex 24 Mar 2017

related investments in Kolkata port. In addition, India and Sri Lanka are presenting at events with stakeholders including government and private sector. Interviews also indicated that this project had stimulated other activity with other World Bank lending²⁰⁵.

Publication reference:

- Dappe, M. and Suárez-Alemán, A. 2016. Competitiveness of South Asia’s Container Ports A Comprehensive Assessment of Performance, Drivers, and Costs. World Bank Group Washington

Efficiency: Has funding being used efficiently and what have been the factors affecting the WB’s disbursement rates?

Disbursement rates were noted at 100% as at December 2017²⁰⁶.

Relevance: How is this IFG project and its focus sectors relevant and appropriate in the current context and environment of Australia’s aid priorities?

The report has a strong economic competitiveness focus, relevant to improvement of port activities across South Asia and beyond.

‘...Improving performance in the region would (a) encourage private sector participation through a well-developed enabling environment, including further adoption of the landlord port model; (b) strengthen governance of port authorities’ boards; and (c) promote competition between and within ports, in part through transparent and competitive concession bidding. Strong governance and capacity of port authorities are requisites for the successful implementation of the landlord port model.²⁰⁷

Gender Equality: How did this IFG project adapt its aims, objectives and approach to align with DFAT’s gender equality and women’s empowerment strategy?

The project did not incorporate a specific gender focus. However, the challenge of incorporating gender issues into trade projects was discussed at interview, with the observation that, since trade necessarily focussed on infrastructure performance, it was not always obvious as to how to apply gender in that context, and how best to incorporate gender aspects into the project²⁰⁸, an area which could be developed.

6. Strengthening Institutional Development in World Bank-Funded Transport Projects

Country or regional focus	TTL	Grant Amount	Fund Balance	Disbursements	Commitments	% disbursed and expensed	Grant Closing Date
India	Radia Benamghar	200,000	17,476.23	182,523.77		91%	

Effectiveness: How did this IFG project perform against its objectives?

²⁰⁵ Interview with Matthias Dappe, Feb 2018

²⁰⁶ IFG Disbursement Profile Dec 2017 – Excel spreadsheet

²⁰⁷ Dappe, M. and Suárez-Alemán, A. 2016. Competitiveness of South Asia’s Container Ports A Comprehensive Assessment of Performance, Drivers, and Costs. World Bank Group Washington

²⁰⁸ Interview with Matthias Dappe, Feb 2018

- **Objective:** The objectives of the project were to identify modern approaches and best practices emerging in institutional development and capacity-building activities under World Bank-funded transport sector investments in India; to identify relevant global good practices, and leverage these to enhance the impact of World Bank Group transport investments in India.
- **Output:** a World Bank publication was produced from this project.
- **Outcomes:** Outcomes were reported in the PFSA IFG annual report²⁰⁹:

The project was successful in: enhancing portfolio performance and quality; identifying instruments to monitor portfolio-wide developments and State governments' sector wide planning; and providing a roadmap and guidance to strengthen the efficiency and sustainability of transport sector investments. This study also offers some recommendations for ways to promote to use of the new tools by WB staff and all stakeholders through a web-based version of the new tools for easy access.

Publication produced:

- World Bank. Institutional Development Routemap (IDR) Handbook

Efficiency: Has funding being used efficiently and what have been the factors affecting the WB's disbursement rates?

Disbursement rates were noted at 91% as at December 2017²¹⁰.

Relevance: How is this IFG project and its focus sectors relevant and appropriate in the current context and environment of Australia's aid priorities?

The project produced the IDR Toolkit, which was designed to support World Bank staff with strategic decision-making and the application of a clear results chain for full lifecycle, project-led ID:

- Step 1: Identify Challenges in the Delivery Environment
- Step 2: Assess the Gap in Institutional Capacity
- Step 3: Prepare for Sustainable Institutional Development
- Step 4: Enable Change and Capture Impact²¹¹

'...Clear instructions and a set of four inter-related and mutually reinforcing tools are provided in this Handbook so that TTLs and Implementing Agencies can use them for design, implementation, monitoring, and evaluation of project-led ID. Taken together, these tools facilitate the development of a PDO that integrates ID with infrastructure by identifying opportunities for sustainable results beyond the life of the project. Since there are time and cost implications for implementing IDR tools, TTL's and Implementing Agencies will need to jointly plan accordingly at the outset.'²¹²

²⁰⁹ PFSA Infrastructure for Growth Window 2016 Annual Report Annex 24 Mar 2017

²¹⁰ IFG Disbursement Profile Dec 2017 – Excel spreadsheet

²¹¹ World Bank Institutional Development Routemap (IDR) Handbook

²¹² World Bank Institutional Development Routemap (IDR) Handbook

Gender Equality: How did this IFG project adapt its aims, objectives and approach to align with DFAT's gender equality and women's empowerment strategy?

Gender design did not appear to be incorporated into the toolkit guidance.

Selected SARTFP Projects

1. SARTFP Knowledge Production and Sharing

Country or regional focus	TTL	Grant Amount	Fund Balance	Transfers-In	Disbursements	Commitments	% expensed	Grant Closing Date
India and Bangladesh	Jennifer Solotaroff	2,000,000	98,230	400,000	301,770	30,357	83.0%	June-20

Effectiveness: How has the project performed against its objectives to date?

- **Objectives:** The objective is to generate and widely share knowledge about effective approaches to economically empower women²¹³.
- **Outputs:** The activity has following guidelines/operational briefs/reference materials. The data and knowledge produced is helping inform SARTFP tasks including statistical gender profiles, Literature review of Gender and Trade, Country-specific analysis of secondary quantitative data on women's economic empowerment outcomes and covariates, 4 diagnostics of gender and trade.
- **Outcomes:** The activity has provided direct and tailored gender technical support to all six Round 1 SARTFP activities and two of five Round 2 SARTFP activities under implementation (see below). Gender inputs have focused on ensuring maximum attention to gender at the design and conceptualization stage and will continue throughout implementation²¹⁴.

Efficiency: Is funding being used efficiently and what have been the factors affecting the WB's disbursement rates?

The project is currently expensed at 83%. Grant closing date is Jun 2020.

Relevance: How is this project relevant and appropriate in the current context and environment of Australia's aid priorities?

The project is relevant to gender-programming air priorities, as well as trade facilitation and cross-border transport connectivity. (Table below).

'...SARTFP's 'Knowledge Production and Sharing' activity enables gender specialists to work with the teams of other SARTFP activities to increase the analysis of gender issues.'²¹⁵

Ranked contribution to MTO²¹⁶:

MTOA	Projects in trade facilitation, cross-border transport connectivity, and local economic opportunity financed by World Bank, DFAT and others, increasingly benefit women	1
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²¹³ SARTFP Annual Review 2016.

²¹⁴ PFSA 2017. South Asia Regional Trade Facilitation Program (SARTFP) Donor Steering Committee Meeting Activity Updates December 2017

²¹⁵ DFAT AQC 2017

²¹⁶ PFSA 2017. South Asia Regional Trade Facilitation Program (SARTFP) Donor Steering Committee Meeting Activity Updates December 2017

MTOB	Governments in BBIN countries make complementary investments in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women	3
MTOC	Governments in BBIN countries take regulatory and operational measures in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women:	3
MTOD	SARTFP contributes to producing and sharing knowledge on how trade facilitation, cross-border transport connectivity, and local economic opportunity can benefit women:	1
MTOE	There is improved economic opportunity and livelihood for the poor, especially women, in targeted value chains and corridors:	2

Gender Equality: Has this project made progress against objectives focused on advancing gender equality and women's empowerment?

As per the main outcome noted above, the project has provided gender technical support to other SARTFP activities:

- Women in Trade in Bangladesh (P161266);
- Economic Corridors of South Asia, TA (P161570);
- Strengthening Cross-Border Value Chains, TA (P161220);
- Assam Inland Water Transport Project (P157929);
- Buddhist Circuit Development in SAR, TA (P159682);
- Advancing Women's Enterprises for Economic Impact, TA (P16177);
- Addressing Women's and Children's Risks from Enhanced Connectivity (P163659);
- Economic Empowerment of Women Through Resilient Agricultural Supply Chain Development in South Asia (P163802)²¹⁷.

2. Buddhist Circuit Development

Country or regional focus	TTL	Grant Amount	Fund Balance	Transfers-In	Disbursements	Commitments	% expensed	Grant Closing Date
Bhutan, India, Nepal (priority) and Bangladesh	Stefania B. Abakerli B	1,500,000	884,175	1,500,000	615,825	428,650	69.6%	June-19

Effectiveness: How has the project performed against its objectives to date?

- **Objectives:** The development objective of this program is to provide regional governments with a functioning platform for decision making as well as strengthened capacities, shared

²¹⁷ PFSA 2017. South Asia Regional Trade Facilitation Program (SARTFP) Donor Steering Committee Meeting Activity Updates December 2017

identity, policy and investment plans for the development of the Buddhist Circuit in South Asia in an inclusive manner²¹⁸.

- **Outcomes:** ‘...To date, change has been observable at policy making level, with positive implications for the way national and state funds are allocated.’²¹⁹ As reported in the 2017 activity report:
 - In Bhutan, the Royal Government is already implementing various recommendations provided by the TTL in the assessment of the Tourism Policy.
 - The state Government of Uttar Pradesh re-centred its Tourism Policy on poverty alleviation as promoted by the activity; and is preparing a USD 57 million loan with the WB assistance to implement a Pro-Poor Tourism Development Project in the state (and in India).
 - The state Government of Madhya Pradesh adopted the gender lens of the activity and replaced an ongoing destination planning process with the multistakeholder/people-centred approach promoted by the activity. The state Government is also seeking the WB support to a USD 120million Inclusive Tourism Development Project.
 - At central level, the Indian Ministry of Tourism committed to allocate USD 10million to finance the model public investment plan for Sarnath prepared under this activity and is convening a national workshop.

Efficiency: Is funding being used efficiently and what have been the factors affecting the WB’s disbursement rates?

The project is reported as being 70% expensed.

Relevance: How is this project relevant and appropriate in the current context and environment of Australia’s aid priorities?

The project is relevant to trade facilitation and local economic opportunity.

Ranked contribution to SARTFP MTO²²⁰:

MTOA	Projects in trade facilitation, cross-border transport connectivity, and local economic opportunity financed by World Bank, DFAT and others, increasingly benefit women	Dec 2017: It is early to rank the activity’s contribution to the MTOs given that the task team has just finished to carry
MTOB	Governments in BBIN countries make complementary investments in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women	
MTOC	Governments in BBIN countries take regulatory and operational measures in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women:	

²¹⁸ SARTFP Annual Review 2016

²¹⁹ PFSA 2017. South Asia Regional Trade Facilitation Program (SARTFP) Donor Steering Committee Meeting Activity Updates December 2017

²²⁰ PFSA 2017. South Asia Regional Trade Facilitation Program (SARTFP) Donor Steering Committee Meeting Activity Updates December 2017

MTOD	SARTFP contributes to producing and sharing knowledge on how trade facilitation, cross-border transport connectivity, and local economic opportunity can benefit women:	out the initial set of studies and is starting sharing the findings with concerned counterparts.
MTOE	There is improved economic opportunity and livelihood for the poor, especially women, in targeted value chains and corridors:	

Gender Equality: Has this project made progress against objectives focused on advancing gender equality and women's empowerment?

As reported in 2017, work on the assessment of constraints, capability and economic opportunities for MSMEs and for women entrepreneurs along the Circuit will be contracted²²¹.

3. Addressing Women's and Children's Risks from Enhanced Connectivity

Country or regional focus	TTL	Grant Amount	Fund Balance	Transfers-In	Disbursements	Commitments	% expensed	Grant Closing Date
India	Deepak Man Singh Shrestha	400,000	388,674	400,000	11,326	77,760	22.3%	May-19

Effectiveness: How has the project performed against its objectives to date?

- **Objectives:** the activities under the project cover products for effective guidance, capacity building and monitoring and reporting to (i) ensure compliance of Labour Welfare measures, (ii) minimize risks associated with human trafficking and (iii) assess impact of labour influx and its impact on local community and human trafficking²²².
- **Outputs:** as reported in the 2017 annual update:
 - A round table discussion on 'Trafficking in Persons- Addressing Women and Children's from Enhanced Regional Connectivity', was organised on 25th July, 2017 in New Delhi, which informed the scope of the assignment and development of terms of reference, deliverables/outputs for the study on risk related to Human Trafficking and Labour Influx.
 - An inspection report describing the applicable labour laws and regulations, methodology and workplan was in preparation;
 - Terms of Reference for the study on Human Trafficking were finalised and a consulting firm was being engaged to carry out the study.

Efficiency: Is funding being used efficiently and what have been the factors affecting the WB's disbursement rates?

²²¹ SARTFP Annual Review 2016

²²² PFSA 2017. South Asia Regional Trade Facilitation Program (SARTFP) Donor Steering Committee Meeting Activity Updates December 2017

Project has been partially expensed due to early stages. No delays were anticipated in reporting for 2017.

Relevance: How is this project relevant and appropriate in the current context and environment of Australia's aid priorities?

Project relates to known risks in trade facilitation and regional connectivity, especially related to women and children.

Ranked contribution to MTO²²³:

MTOA	Projects in trade facilitation, cross-border transport connectivity, and local economic opportunity financed by World Bank, DFAT and others, increasingly benefit women	3
MTOB	Governments in BBIN countries make complementary investments in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women	3
MTOC	Governments in BBIN countries take regulatory and operational measures in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women:	X
MTOD	SARTFP contributes to producing and sharing knowledge on how trade facilitation, cross-border transport connectivity, and local economic opportunity can benefit women:	3
MTOE	There is improved economic opportunity and livelihood for the poor, especially women, in targeted value chains and corridors:	X

Gender Equality: Has this project made progress against objectives focused on advancing gender equality and women's empowerment?

This activity benefits women directly and indirectly, by ensuring compliance of labour welfare measures such as safety and security, maternity benefits, equal wages, etc.; minimising risks associated with trafficking of women and children; and assessing impact of labour influx and its impact on local community, particularly women and children²²⁴.

4. Strengthening cross-border value chains and leveraging local development linkages in the Eastern region of South Asia*

Country or regional focus	TTL	Grant Amount	Fund Balance	Transfers-In	Disbursements	Commitments	% expensed	Grant Closing Date
Bangladesh, Bhutan, India & Nepal	Sanjay Kathuria	1,000,000	366,030	1,000,000	633,970	165,186	79.9%	May-18

²²³ Source: SARTFP Activity Update Dec 2017

²²⁴ PFSA 2017. South Asia Regional Trade Facilitation Program (SARTFP) Donor Steering Committee Meeting Activity Updates December 2017

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Effectiveness: How has the project performed against its objectives to date?

- **Objectives:** Create sustainable job opportunities for women and the bottom 40% of the population through the lens of five value chains²²⁵. The activity is geared towards fostering development of crossborder value chains between NEI and Bangladesh, including in activities that employ more women. This should provide greater employment opportunities, as well as higher-wage opportunities, for women on both sides of the border. The proposed work on border haats is aimed at enhanced functioning of a greater number of border haats, along with increased participation of women through design and location of haats, and policies.
- **Outputs:** Full draft of the study completed by end-December 2017, will be reviewed within the World Bank in Q1 2018²²⁶.
- **Outcomes:** although not released yet, interviews with World Bank staff revealed interesting potential outcomes from this project, including changes to the way in which value chains are perceived²²⁷.

Efficiency: Is funding being used efficiently and what have been the factors affecting the WB’s disbursement rates?

Activity has been expensed at 80%. No issues were identified with regard to disbursement of project progress.

Relevance: How is this project relevant and appropriate in the current context and environment of Australia’s aid priorities?

The project is related to trade facilitation and regional integration, as well as cross-cutting gender priorities.

Ranked contribution to MTO²²⁸:

MTOA	Projects in trade facilitation, cross-border transport connectivity, and local economic opportunity financed by World Bank, DFAT and others, increasingly benefit women	
MTOB	Governments in BBIN countries make complementary investments in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women	2
MTOC	Governments in BBIN countries take regulatory and operational measures in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women:	

²²⁵ Presentation 6 December Strengthening Value Chains in North East India

²²⁶ PFSA 2017. South Asia Regional Trade Facilitation Program (SARTFP) Donor Steering Committee Meeting Activity Updates December 2017

²²⁷ Interview, Sanjay Kathuria Feb 2018.

²²⁸ Source: SARTFP Activity Update Dec 2017

MTOD	SARTFP contributes to producing and sharing knowledge on how trade facilitation, cross-border transport connectivity, and local economic opportunity can benefit women:	
MTOE	There is improved economic opportunity and livelihood for the poor, especially women, in targeted value chains and corridors:	

Gender Equality: Has this project made progress against objectives focused on advancing gender equality and women's empowerment?

Project is designed to identify inclusive strategies to create sustainable job opportunities for women and the bottom 40% of the population through the lens of value chains. Interviews revealed an interesting range of findings relevant to future gender programming from the study (yet to be released at the time of interview)²²⁹.

5. Advancing Women's Enterprises for Economic Impact in the farm/nonfarm value chain and regional trade

Country or regional focus	TTL	Grant Amount	Fund Balance	Transfers-In	Disbursements	Commitments	% expensed	Grant Closing Date
Bangladesh, Bhutan & Nepal	Priti Kumar and Bremala Nathan	700,000	390,409	700,000	309,591	107,110	59.5%	June-18

Effectiveness: How has the project performed against its objectives to date?

- **Objectives:** The activities supported by this grant are (1) advocacy for national policies and programs that support women; (2) identifying and supporting value chains that can be developed to the benefit of women²³⁰.
- **Outputs:**
 - A strategy workshop was held in October 2016 at the South Asian Women's Development Forum (SAWDF) in October 2016 to develop
 - **Project Launch Workshop.** This was held in May 2017 at Kathmandu. The primary outcome of this workshop was the crowd sourced ideas on strengthening cross border trade and how the BEES members may take up parts of the Common Action Plan, to achieve the goals of the project.
 - New networks / models of ecosystem support identified for engagement, including South Asia Women's Development Forum (SAWDF) and the Association of Lady Entrepreneurs of India (ALEAP)²³¹.

²²⁹ Interview, Sanjay Kathuria Feb 2018.

²³⁰ PFSA 2017. South Asia Regional Trade Facilitation Program (SARTFP) Donor Steering Committee Meeting Activity Updates December 2017

²³¹ PFSA 2017. South Asia Regional Trade Facilitation Program (SARTFP) Donor Steering Committee Meeting Activity Updates December 2017

Efficiency: Is funding being used efficiently and what have been the factors affecting the WB’s disbursement rates?

In December 2017, the project was expensed at 60% with a completion date for the project of June 2018.

Relevance: How is this project relevant and appropriate in the current context and environment of Australia’s aid priorities?

The project is relevant to cross-cutting aid priorities such as gender programming, and economic / trade facilitation priorities.

Ranked contribution to MTO²³²:

MTOA	Projects in trade facilitation, cross-border transport connectivity, and local economic opportunity financed by World Bank, DFAT and others, increasingly benefit women	2
MTOB	Governments in BBIN countries make complementary investments in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women	2
MTOC	Governments in BBIN countries take regulatory and operational measures in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women:	2
MTOD	SARTFP contributes to producing and sharing knowledge on how trade facilitation, cross-border transport connectivity, and local economic opportunity can benefit women:	1
MTOE	There is improved economic opportunity and livelihood for the poor, especially women, in targeted value chains and corridors:	1

Gender Equality: Has this project made progress against objectives focused on advancing gender equality and women’s empowerment?

The project is designed to deliver advocacy for national policies and programs that support women as well as identifying and supporting value chains that can be developed to the benefit of women.

As previously identified for the IFG project related to this, this network activity is regarded as unusual for the World Bank to support; however as identified in interviews, the longevity of the project is indicative of interest in the stakeholder group²³³.

Preliminary research findings have helped influence the design of several of the DFAT-funded South Asia Regional Trade Facilitation Program (SARTFP) Round 1 activities that are taking place in Bangladesh, including "Advancing Women’s Enterprises for Economic Impact in the farm/nonfarm value chain and regional trade", "Women and Trade in Bangladesh", and "Strengthening Cross-Border Value Chains"²³⁴.

²³² Source: SARTFP Activity Update Dec 2017

²³³ Interview Melissa Williams Feb 2018

²³⁴ SARTFP Annual Review 2016

6. Planning for regional trade and gender inclusive Inland Water Transport in Assam

Country or regional focus	TTL	Grant Amount	Fund Balance	Transfers-In	Disbursements	Commitments	% expensed	Grant Closing Date
India and Bangladesh	Atul Agarwal	350,000	256,778	300,000	43,222	158,095	67.1%	June-18

Effectiveness: How has the project performed against its objectives to date?

- **Objectives:** This activity supports the preparation of a larger Bank lending program – the Assam Inland Water Transport project to promote regional and intra-regional trade, improve accessibility to jobs and services, and safety particularly for poor women²³⁵.
- **Outputs:**
 - Workshop (Nov 2017) on initial stage of the survey design was held in Guwahati included a section of stakeholders – including women staff from transport department, private players and NGOs.
 - Exploratory field testing was undertaken in two locations near Guwahati (November 2017) to assess the applicability and relevance of the proposed questionnaire for the study.
 - Revised Inception report (with methodology, personnel, work plan, shortlisted sites, time schedule etc. along with presentation) based on comments by the Bank has been submitted by the consultants.

Efficiency: Is funding being used efficiently and what have been the factors affecting the WB's disbursement rates?

Project is noted as expensed for 67.1% of funding, with an end date of June 2018. Activity remains in 2018²³⁶.

Relevance: How is this project relevant and appropriate in the current context and environment of Australia's aid priorities?

The activity is relevant to trade facilitation and local economic opportunity benefitting women.

Ranked contribution to MTO²³⁷:

MTOA	Projects in trade facilitation, cross-border transport connectivity, and local economic opportunity financed by World Bank, DFAT and others, increasingly benefit women	1
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²³⁵ SARTFP Annual Review 2016

²³⁶ Slide presentation ASSAM INLANDS WATERWAYS SECTOR STUDY ON GENDER AND TRADE IN ASSAM

²³⁷ Source: SARTFP Activity Update Dec 2017

MTOB	Governments in BBIN countries make complementary investments in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women	2
MTOC	Governments in BBIN countries take regulatory and operational measures in trade facilitation, cross-border transport connectivity, and local economic opportunity that benefit women:	3
MTOD	SARTFP contributes to producing and sharing knowledge on how trade facilitation, cross-border transport connectivity, and local economic opportunity can benefit women:	1
MTOE	There is improved economic opportunity and livelihood for the poor, especially women, in targeted value chains and corridors:	1

Gender Equality: Has this project made progress against objectives focused on advancing gender equality and women's empowerment?

This activity has included a gender focus from inception.

One-day workshop on trade and gender-inclusive IWT in Assam was organised in Guwahati on 6th November, 2017 in collaboration with the Directorate of Assam Inland Waterway Transport (DIWT) and Assam Inland Water Transport Development Society (AIWTDS). Furthermore, Directorate of Assam Inland Waterways Transport has agreed to lend support to the study by providing clearances to conduct surveys in terminals selected for the research and designating a social expert to guide the surveyors. In principal, DIWT has agreed to incorporate the recommendations of the study to the design of the project based on its feasibility²³⁸.

²³⁸ PFSA 2017. South Asia Regional Trade Facilitation Program (SARTFP) Donor Steering Committee Meeting Activity Updates December 2017