

*2015 Development Policy Financing Retrospective  
Consultation Meeting*

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**FEEDBACK SUMMARY**

<b>Date:</b>	May 22, 2015
<b>Location:</b>	Bogota, Colombia (via Video Conference)
<b>Total Participants:</b>	11

**Overview and General Reactions:**

Overall, participants found DPF has been an effective tool in supporting Colombia to achieve the objectives of its National Development Plan. Participants raised a number of areas where DPF engagement could be improved, including a greater focus on reforms related to the implementation of laws and policies, and the availability of technical assistance to support implementing agencies.

**Main Issues Raised**

- **Role of Bank and client.** Participants urged the Bank to bring their expertise and advice to bear in the design of reforms supported by DPF. Client countries don't always have a perfect master plan, and the Bank's value added lies in its technical expertise and international experience.
- **Role of DPF.** Participants highlighted the importance of the instrument for the country at this juncture because it funds overall financing needs. Perhaps the instrument has to be marketed in a better way so that it is perceived not only as a provider of resources for budgetary financing needs, but more as a cross-sectorial tool for policy support.
- **DPF in support of implementation measures.** The Bank's emphasis on laws, policy reforms, etc. is important but perhaps insufficient in a country like Colombia that has a wealth of well-designed laws that are not necessarily implemented or require follow-on regulations and other laws. Colombia has also been very good at introducing "pilots" of new and innovative initiatives, frequently supported by DPF. However, the track record of scaling up implementation of such pilots and of dealing with the "nuts and bolts" has been mixed. The

Bank should allow for implementation activities to be included in the matrix as prior actions as they are critical for achieving outcomes.

- ***DPF preparation.*** In times of crisis, the financing aspect of DPF tends to trump the policy content. In such situations, DPF operations are sometimes prepared quickly, and the policy reforms may be of limited use. The best experience has been when there is time to identify key structural challenges in sectors. It is not just about disbursing funds but about contributing to the national development strategy/objectives, and the quality of reforms. Carefully designed reforms have been very useful to help Colombia prepare for OECD accession.
- ***Environmental and social effects.*** Participants mentioned that IPF environmental and social safeguards cannot be applied to DPF. The discussion of environmental and social effects in the preliminary findings is overdone. DPF need an approach that is appropriate for the nature of the instrument (which supports policy and institutional reforms).
- ***Importance of technical assistance.*** In Colombia, policy implementation has traditionally been supported by technical assistance (TA) – though in recent years, the Bank has moved away from small, self-standing TAs (to reduce portfolio fragmentation) in favor of larger investment project financing (IPF) with TA components. However, TA is important in the context of DPF to ensure that sectoral agencies are able to implement the reforms.
- ***Location of the task team leader (TTL).*** It can be challenging to prepare DPF operations when the TTL is based in HQ. Missions create a significant amount of work around all-day meetings for a week or so when the TTL is in the country. A lot of seemingly complicated issues can be resolved if the TTL were in-country and able to build closer relations with country authorities.

## Annex



### *2015 Development Policy Financing Retrospective Consultation Meeting & Live Chat*

#### PARTICIPANTS LIST

**Date:** May 22, 2015

**Location:** Bogota, Colombia

**Total Participants:** 11

Participant Name	Organization Represented	Organization Type	Country
Sergio Clavijo	Asociación Nacional de Instituciones Financieras (ANIF)	Think Tank	Colombia
Alvaro Berrel	KfW	Bilateral	Germany
Natalia Gonzalez	Departamento Nacional de Planeación	Government	Colombia
Harold Mera	Departamento Nacional de Planeación	Government	Colombia
Lina Mondragon	Ministry of Finance	Government	Colombia
Gonzalo Hernandez	Universidad Javeriana	Academia	Colombia
Ivan Villa	Ministry of Finance	Government	Colombia

Jutta Kern	The World Bank	Multilateral	Colombia
John Factora	The World Bank	Multilateral	Colombia
Leonardo Escandon	The World Bank	Multilateral	Colombia
Harold Bedoya	The World Bank	Multilateral	Colombia