



WORLD BANK CORPORATE SCORECARD APRIL 2013



Integrated Results and
Performance Framework



THE WORLD BANK

What is the World Bank Corporate Scorecard?



The World Bank's mandate is to support countries in reducing poverty and boosting shared prosperity, while at the same time promoting sustainable development. The Bank's approach is country-driven: to achieve results, the Bank supports a country's programs, providing a combination of development finance, policy dialogue, and knowledge services tailored to each country's needs. The Bank manages itself and its activities to effectively and efficiently support countries to achieve results.

The Corporate Scorecard provides information on the Bank's overall performance and the results achieved by its clients, against the backdrop of progress on global development objectives. The Corporate Scorecard facilitates strategic dialogue between Management and the Board on progress made and areas that need attention.

The Corporate Scorecard uses an integrated results and performance framework, which is organized in a four-tier structure that groups indicators along the results chain (see "Summary of the Corporate Scorecard" on the next page). Two of the tiers track elements of development results (**Tiers I and II**), and the other two capture elements of performance (**Tiers III and IV**). As the Summary shows, the Corporate Scorecard monitors, at an aggregate level, whether the Bank is functioning efficiently and adapting itself successfully (Tier IV), and whether it is managing its operations and services effectively (Tier III) to support countries in achieving results (Tier II) in the context of global development progress and priorities (Tier I). It presents a high-level view and is not intended to provide country or activity-level information.

Tier I indicators show the long-term development outcomes that countries are achieving, and provide the context and direction for the Bank's work. These high-level outcomes cannot be attributed directly to the Bank, because countries and their development partners all contribute to these achievements over the long term through a combination of multi-sector interventions, actions, and policy decisions. These indicators are also affected by external factors such as global crises. **Tier II** highlights development results that countries have achieved with Bank support. **Tier III** indicators provide information on the effectiveness of the Bank's operations and services. **Tier IV** focuses on organizational effectiveness and modernization, and assesses how well the Bank is functioning and adapting to better support countries in achieving results.

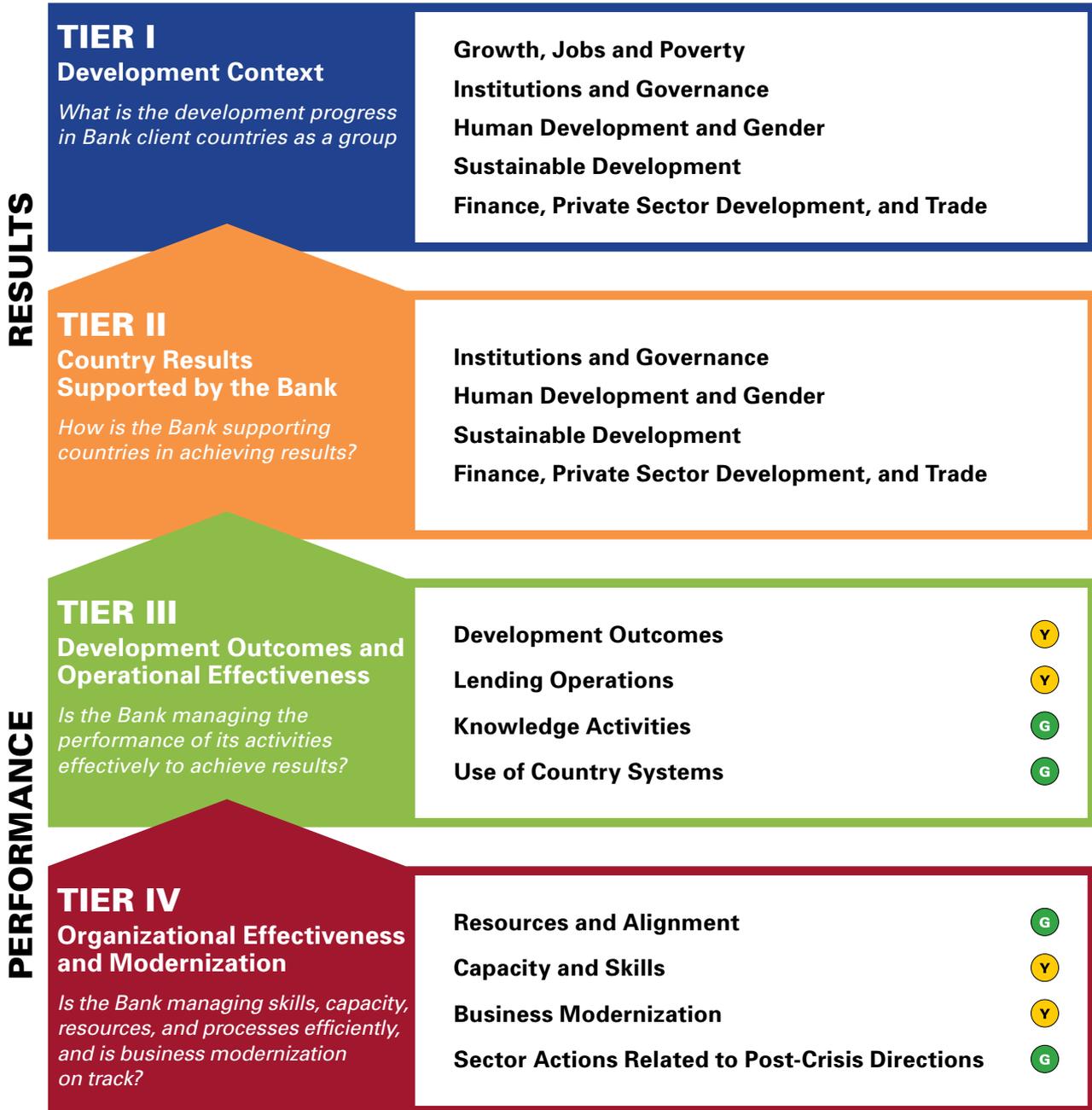
The World Bank has comprehensive systems – which it continuously improves – for measuring and monitoring both development results and its own performance. These systems are complemented by independent evaluation. In 2002, through the Results Measurement System which was adopted for the 13th replenishment of the International Development Association (IDA), the World Bank became the first multilateral development institution to use a framework with quantitative indicators to monitor results and performance. The Corporate Scorecard, first released in September 2011, expanded this approach to the World Bank covering results and performance supported through financing from the International Bank for Reconstruction and Development (IBRD), IDA, and Trust Funds (TF).

The Corporate Scorecard is updated twice a year, and is discussed by the Board and Senior Management. Most indicators in Tier III and Tier IV are updated on a quarterly basis and reported to the Board regularly. Externally, fiscal year 2012 marked the first time the World Bank Annual Report showcased the Corporate Scorecard. In April 2012, the Bank launched its interactive, web-based electronic version of the Corporate Scorecard, giving online access to the Bank's shareholders and stakeholders. Internally, the Bank's use of the Corporate Scorecard has expanded rapidly: key performance indicators linked to the Corporate Scorecard were included in the Memoranda of Understanding between Senior Management and Vice Presidents; quarterly Scorecard Days led by Senior Management to discuss key priorities were organized; and in December 2012 the Board and Senior Management held a discussion on the Bank's results and performance based on the Corporate Scorecard.

The Corporate Scorecard is a "living document". In the year and a half since its launch, it has evolved and improved as the Bank's ability to report on results has expanded, and it will continue to do so. The current indicators are aligned with the availability of data. Going forward, the Corporate Scorecard will be reviewed and adjusted to ensure alignment with the new World Bank Group strategy.

In addition to this April 2013 update of the Corporate Scorecard, a web-based version is available, providing users with easy access to development indicators, results data, and the main dimensions of the Bank's performance (<http://corporatescorecard.worldbank.org>).

Summary of the Corporate Scorecard



Legend for the Summary:

- Majority of the indicators in the group show improvement or are on-track.
- No clear trend; while some indicators show improvement, others show decline or no change.
- Majority of the indicators in the group show declines or are off-track.

For **Tiers I and II**, color-coded traffic lights are not assigned since these tiers reflect country development results.

How are the indicators linked and tracked?



How are the indicators linked to the Post-Crisis Directions, Modernization Agenda, IDA 16 Results Measurement System, and Millennium Development Goals?

Given the cross-cutting nature of development priorities and challenges, Corporate Scorecard indicators can be related to one or more key areas of the Bank's work. Each indicator is marked to show these linkages:

- Numbers from 1 to 5 indicate linkages to the **Post-Crisis Directions (PCD)**:
 - Target the poor and vulnerable: **1**
 - Create opportunities for growth: **2**
 - Promote global collective action: **3**
 - Strengthen governance: **4**
 - Manage risk and prepare for crisis: **5**
- **M** indicates a link to **Modernization**.
- Indicators related to each of the eight **Millennium Development Goals (MDG)** are highlighted in Tier I.
- Indicators that are drawn from the **IDA16 Results Measurement System (RMS)** are marked with a (+) sign in all tiers.

How does the Corporate Scorecard track status?

For all four tiers, the Corporate Scorecard establishes a baseline value and year against which progress can be measured. The Summary table indicates the overall status using a color-coded traffic light system. For Tiers I and II, color-coded traffic lights are not assigned since Tier I provides overall development context and Tier II presents country results achieved with Bank support. For Tiers III and IV, which assess Bank performance, the color coded traffic lights indicate Management's rating of the current status based on changes from previous reporting periods or comparison against an established performance benchmark.

- G** **On-Track.** A meaningful increase from baseline, or for indicators with performance standards, achievement meets or exceeds performance standard.
- Y** **Watch.** No meaningful increase or decrease, or for indicators with performance standards, achievement is close to performance standard but does not meet performance standard.
- R** **Off-Track.** A meaningful decrease from baseline, or for indicators with performance standards, achievement is not close to performance standard.
- NA** **Not Applicable.** There is insufficient data to establish a trend, or there is no performance standard.

The rationale for the status rating for each Tier III and Tier IV indicator can be found in the definitions.

Where do the Corporate Scorecard data come from?



The World Bank engages in a variety of development activities. The results of some of these activities are not easily measured in the aggregate, while others, such as country engagements, are qualitative and do not lend themselves to quantitative measurement. The World Bank and others are working to develop better metrics for these activities. Corporate Scorecard indicators were largely selected from a broader set for which reliable data already exist, albeit with different frequencies. These indicators have standard definitions, and most data are available from existing reporting systems. The sources of data for the Corporate Scorecard indicators include the following, by tier:

Tier I. The MDGs and other global data are collected and reported through statistical databases and other reports by the World Bank (such as the World Development Indicators), the United Nations, and other reliable public sources. Because these indicators change gradually, it takes time (3–5 years) to observe aggregate movement.

Tier II. Country results supported by Bank operations are collected through a rigorous bottom-up process from the Bank's operational data systems and documents. Each Bank operation has a results framework with indicators. During the lifetime of an operation, progress in these indicators is tracked through Implementation Status and Results Reports (ISR), which are updated every 6–12 months and captured in the Bank's data systems for real-time reporting. While not all results indicators can be aggregated across operations, a subset now has standard definitions that allow corporate aggregation. Beginning in 2009, **standardized core sector indicators** were used in four sectors in IDA operations. These indicators were expanded to operations financed by IBRD and large Recipient Executed Trust Funds (RETF). By the end of fiscal year 2012, 24 sectors/themes had rolled out core sector indicators. Data also come from the Implementation Completion and Results Reports (ICR), which are prepared by staff and clients when an operation is completed. These reports are also reviewed by the Independent Evaluation Group (IEG).

Tier III and Tier IV. Most of the data come directly from the Bank's information systems. Data on the ratings of development outcomes of completed Country Assistance/Partnership Strategies (CAS/CPS) and Bank operations (Tier III-A) come from independent evaluations by IEG. Bank portfolio performance indicators are captured in Bank systems, along with disbursements (Tier III-B) lending volume, resources, trust funds, staffing, and diversity indicators (Tier IV). Indicators of quality (Tier III-B) are based on a corporate assessment that is currently carried out every two years. Retrospective desk reviews, undertaken annually, provide the data on a number of operational effectiveness indicators, such as results frameworks and gender mainstreaming. Three Paris Survey indicators are used for Use of Country Systems (Tier III-B): procurement, financial management, and collaborative analytical and advisory activities. Others are monitored by the Bank. The modernization program (Tier IV) is monitored by Management through a broader set of indicators, some of which are included in the Corporate Scorecard.

Baseline and Current Values. Where available, both baseline and current values are provided. For some new indicators, those whose methodology was refined, or those for which more data became available, the baselines were re-established.

Data Aggregation. The Corporate Scorecard follows the IDA16 RMS methodology to report on many Tier II indicators, using a three-year estimate based on 11 years of data aggregated by the year of approval of the Bank-financed operations. Simple aggregation is used for the indicators where limited historical annual data is available. The Bank will continue to review data aggregation methodologies for selected indicators and introduce improvements over time.

TIER I: DEVELOPMENT CONTEXT

What is the development progress in Bank client countries as a group?



Tier I indicators of the Corporate Scorecard show the long-term development outcomes that countries are achieving and provide the context and direction for the Bank's work. These high-level outcomes, such as those monitored as part of the MDGs, cannot be attributed directly to the Bank, because they reflect multi-sector interventions, actions, and policy decisions of countries and their development partners.

Growth and Poverty. Countries have continued to make progress on development priorities. Average annual GDP per capita in developing countries reached \$2,081 (constant 2000 US\$) in 2011. The percentage of the developing world's population living on less than \$1.25 a day declined from 43 percent in 1990 to 20.9 percent in 2010, and the absolute number declined from 1.9 billion to 1.2 billion people during the same period. If there is no set-back, the first target of the MDGs—cutting the extreme poverty rate to half of its 1990 level—would have been already achieved on the global level before the 2015 target year, despite the food, fuel, and financial crises.

Progress on the MDGs. Over the past decade, sizeable global progress has been made on the MDGs, even though the global financial crisis that hit in 2008, and again in 2011, disrupted those trends. The proportion of people without access to improved drinking water sources declined by more than half, falling from 28 percent in 1990 to 13.6 percent in 2010, reaching the global target. However, progress has been uneven, and large disparities remain across and within countries. The danger of slippage against the MDG target is real unless countries improve their maintenance of existing assets to sustain services. Gender parity in primary and secondary education reached 96.9 percent in 2011, even though 60 million primary school-age children are still out of school.

Progress has been slower in reducing child and maternal mortality, reducing malnutrition and improving access to sanitation facilities. The under-five mortality rate has been reduced from 67 per 1,000 live births in 2006 to 57 in 2011, but this is an insufficient pace to attain the goal to reduce the under-5 mortality rate by two thirds by 2015. Between 2005 and 2010, the maternal mortality ratio dropped from 290 maternal deaths per 100,000 live births to 230. The prevalence of children under age five who are underweight declined from 20.4 percent in 2005 to 16.6 percent in 2011. Progress on improving sanitation is lagging and the MDG target is unlikely to be met, with only 56.4 percent of people accessing improved sanitation facilities in 2010.

Progress in Institutions and Governance. Effective institutions and good governance are essential for efficient, adequate, and sustainable provision of public services, while checks and balances help ensure that governments are held accountable to the public. The three databases used in the Corporate Scorecard to assess progress in this area show little change over the past two years, but may conceal changes that have materialized at the country level.

As part of its diagnostics on institutions and governance, the Bank also monitors progress in building statistical capacity as a step for greater transparency and evidence-based decision making. Availability of reliable data is a condition for more open societies and more effective governments. Statistics provide the evidence needed to improve decision making, document results, and heighten public accountability. The indicator on Level of Statistical Capacity—assessing countries' capacity in areas such as institutional frameworks for statistics, statistical methodologies and data sources, periodicity and timeliness—improved marginally from 67 in 2005 to 68 in 2012.

Progress in Other Areas. Improved communications and transport infrastructure have improved connectivity. The number of mobile subscriptions in developing countries increased from 33 per 100 inhabitants in 2006 to 80 in 2011. In developing countries, the average days it takes to start a business fell from 50 days in 2007 to 34 days in 2012. Evidence from several studies shows that reforms making it easier to start a formal business are associated with increases in the number of newly registered firms and sustained gains in economic performance, including improvements in employment and productivity.

Despite better connectivity and simpler regulations, inadequate trade logistics continue to be a significant barrier for greater trade in the developing world. The overall perception of a country's logistics, as measured by the Logistics Performance Index, improved from 2.4 to 2.6 between 2007 and 2012, but the quality and availability of trade-related infrastructure such as roads for which between 2005 and 2009 only 50.6 percent were paved in developing countries, remains one of the barriers to sustained improvements.

On employment, the employment to population ratio declined slightly from 62.1 percent in 2005 to 61.2 percent in 2010. Youth unemployment remains a chronic issue in several regions.

On natural resource management, deforestation rates have declined, but there has been no increase in protected areas, and oceans are under increasing pressure.

TIER I: DEVELOPMENT CONTEXT

INDICATORS	BASELINE		CURRENT		LINKAGES		MDG TARGETS 1990–2015
	Value	Year	Value	Year	PCD	MDG	
GROWTH, JOBS AND POVERTY							
Population below US\$ 1.25 (PPP) a day ⁺ #	(%)	31.1	2002	20.9	2010	1	MDG1 Halve from the baseline of 42.3%, 1990
GDP per capita ⁺	(constant 2000 US\$)	1,656	2006	2,081	2011	12	
Domestic credit to private sector	(% of GDP)	55.1	2005	75.3	2011	12	
Employment to population ratio (15+)	(%)	62.1	2005	61.2	2010	12	MDG1
Ratio of female to male labor force participation ⁺	(%)	68.4	2006	67.5	2010	12	MDG3
INSTITUTIONS AND GOVERNANCE							
State institutions with adequately established/differentiated power structure	(scale: 1–10)	6.2	2006	6.3	2012	4	
Effective and accountable government	(scale: 0–7)	2.79	2006/07	2.9	2012	4	
Public access to information	(scale: 0–100)	50.01	2006/07	56.94	2010/11	4	
Level of statistical capacity	(scale: 0–100)	67	2005	68	2012	4	
HUMAN DEVELOPMENT AND GENDER							
Under 5 mortality rate ⁺	(per 1,000 live births)	67	2006	57	2011	15	MDG4 Reduce by 2/3 from the baseline of 100, 1990
Prevalence of HIV, female	(% ages 15–24)	0.80	2009	0.80	2009	15	MDG6 Halt by 2015 and begun to reverse
Maternal mortality ratio ⁺	(per 100,000 live births)	290	2005	230	2010	15	MDG5 Reduce by 3/4 from the baseline of 440, 1990
Prevalence of underweight children ⁺	(% children under 5yrs)	20.4	2005	16.6	2011	15	MDG1
Primary school completion rate ⁺	(% of relevant age group)	85.1	2005	89.2	2011	12	MDG2 100% (baseline 69%, 1991)
Secondary school enrollment rate	(%, gross)	60.7	2005	66.5	2011	12	
Gender parity index in primary and secondary education ⁺	(%)	94.4	2005	96.9	2011	12	MDG3 100% (baseline 84% 1991)
SUSTAINABLE DEVELOPMENT							
<i>Infrastructure</i>							
Paved roads	(% of total roads)	31.6	1999-03	50.6	2005-09	12	
Access to an improved water source ⁺	(% of population)	83.4	2005	86.4	2010	12	MDG7 Halve proportion of people w/o access (baseline 28% 1990)
Access to an improved sanitation facility ⁺	(% of population)	53.2	2005	56.4	2010	12	MDG7 Halve proportion of people w/o access (baseline 57% 1990)
Household electrification rate ⁺	(% of households)	[56.3]	2004	[61.0]	2008	12	
Mobile cellular telephone subscriptions ⁺	(per 100 people)	33	2006	80	2011	12	MDG8
<i>Agriculture Productivity and Food Security</i>							
Cereal yield	(kg per hectare)	2,894	2006	3,110	2010	125	
Agriculture value added per worker	(constant 2000 US\$)	685	2006	761	2010	125	
<i>Climate Change and Environment</i>							
CO ₂ emissions ⁺	(kg per 2005 US\$ of GDP)	0.65	2005	0.61	2009	3	MDG7
Protected terrestrial areas	(% of total land area)	12.0	2006	12.1	2010	13	MDG7
Average annual deforestation	(%)	0.3	1990-00	0.2	2000-10	13	MDG7
FINANCE, PRIVATE SECTOR DEVELOPMENT AND TRADE							
Male-female gap in the population with an account at a formal financial institution	(% of population 15+)	9.7	2011	9.7	2011	12	
Trade logistics performance index: Overall ⁺	(scale: 1=low, 5=high)	2.4	2007	2.6	2012	123	MDG8
Trade diversification						123	MDG8
• Product export diversification	(index: 0–1)	0.24	2005	0.21	2011		
• Market diversification	(index: 0–1)	0.23	2005	0.20	2011		
Time required for business start-up ⁺	(days)	50	2007	34	2012	2	
LEGEND							
LINKAGES	PCD 1-5	Linkages to Post Crisis Directions: 1. Target the Poor and Vulnerable; 2. Create Opportunities for Growth; 3. Promote Global Collective Action; 4. Strengthen Governance; 5. Manage Risk and Prepare for Crisis.					
	MDG	Linkage to the Millennium Development Goals.					
DATA	[]	IDA only					
	+	Indicators used in proposed IDA16 Results Measurement System.					
	#	2010 data became available after the discussion of the Corporate Scorecard at the Committee of the Whole.					

For Tier I, color-coded traffic lights are not assigned because Tier I provides the overall development context in IBRD/IDA eligible countries.

RESULTS

TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

How is the Bank supporting countries in achieving results?



The Bank provides financial resources, shares knowledge and analysis, supports institutions and country capacity, and facilitates partnerships and knowledge exchanges among developing countries to help them address development challenges. It supports countries' national development priorities, which evolve as country circumstances change.

Almost all the indicators in Tier II show increases in country development results achieved with Bank support. Some increases are also due in part to strengthened data monitoring in Bank-supported operations.

Support to Institutions and Governance

The Bank supports the establishment of effective institutions, recognizing that they are essential to achieving sustainable development outcomes. The new outcome indicators replacing the previous output indicators measure the number of countries that have shown to have strengthened the performance of their public sector management systems with the Bank's support. According to these measures, during fiscal years 2010 to 2012, with Bank support, 28 countries strengthened civil service and public administration systems, 27 countries strengthened tax policy and administration systems, 57 countries strengthened public financial management systems, and 11 countries strengthened procurement systems. In addition, in fiscal years 2008 to 2012 the Bank helped 13 countries strengthen national statistical systems. In fiscal year 2012, it provided support to 85 countries in the areas of asset, liability and risk management, including services and transactions to preserve or enhance the value of national financial assets and strengthen the capacity of official sector asset managers to manage such assets; strengthen sovereign and sub-sovereign government's debt management capacity; and mitigate financial and other exogenous risks such as interest rate and currency risks, natural disasters, and food price

volatility. The Bank also supported 72 countries in their efforts to improve transparency and access to information in fiscal years 2006 to 2012.

Support to Human Development and Gender

Education. With the success achieved globally in terms of providing access to education for both boys and girls, in 2011, the Bank stepped up its focus on the development of quality education systems that result in improved learning for all, as described in the Education Strategy 2020. It also paid increasing attention to the poorest countries, to help them reach universal primary completion and gender parity in primary and secondary education by 2015. To achieve these objectives, data analysis done in 2012 shows a three-year estimate of 1.1 million teachers recruited and/or trained. The Bank has also supported learning assessment efforts in 40 countries during fiscal years 2008 to 2012 to improve the effectiveness of national education systems. Efforts are underway to develop an indicator measuring the number of students who have benefitted from such assessments. In addition, in 2012, the Bank financed 21 projects (including those in other sectors but with education components) supporting disadvantaged children, including girls and children with disabilities, and introduced the Systems Approach for Better Education Results (SABER), a new suite of analytic tools used in a growing number of developing countries.

Health. The Bank remains committed to helping countries improve the health and nutrition of their people, especially women and children, by strengthening health systems, expanding access and quality, and controlling disease. Recent analysis of three-year estimates shows that about 19.5 million people were provided with basic packages of health services, 128 million children were immunized, and about 50 million pregnant women were offered antenatal care.

TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

INDICATORS	TYPE	BASELINE		CURRENT		PCD LINKAGE	
		Value	Year	Value	Year		
SUPPORT TO INSTITUTIONS AND GOVERNANCE							
Countries with strengthened national statistical systems	(number)	Outcome	6	FY07	13	FY12	24
Countries with Bank supported programs on asset, liability and risk management	(number)	Output	64	FY10	85	FY12	245
Countries with Bank supported programs on transparency and access to information	(number)	Output	61	FY11	72	FY12	24
Countries with strengthened Public Management Systems in:							
• Civil service and public administration	(number)	Outcome	28	FY12	28	FY12	24
• Tax policy and administration	(number)	Outcome	27	FY12	27	FY12	24
• Public financial management	(number)	Outcome	57	FY12	57	FY12	24
• Procurement	(number)	Outcome	11	FY12	11	FY12	24

SUPPORT TO HUMAN DEVELOPMENT AND GENDER

Teachers recruited and/or trained*	(millions)	Outcome	0.95	FY11	1.1	FY12	12
Countries with Bank-supported learning assessments	(number)	Output	26	FY10	40	FY12	12
People with access to a basic package of health services*	(millions)	Outcome	18.2	FY11	19.5	FY12	15
Children immunized*	(millions)	Outcome	78	FY11	128	FY12	15
Beneficiaries covered by social safety net programs	(millions)	Outcome	114.6	FY09	114.1	FY11	15

Gender

Pregnant women receiving antenatal care*	(millions)	Outcome	17	FY11	50	FY12	15
Women and girls benefiting from social protection programs and other targeted schemes	(millions)	Outcome	78	FY12	78	FY12	12

SUPPORT TO SUSTAINABLE DEVELOPMENT

Infrastructure

Roads constructed or rehabilitated*	(kilometers)	Output	56,504	FY11	57,252	FY12	12
People provided with access to improved water sources*	(millions)	Outcome	39.6	FY12	39.6	FY12	125
People provided with access to improved sanitation*	(millions)	Outcome	3.1	FY12	3.1	FY12	125
Transmission and distribution lines constructed or rehabilitated	(kilometers)	Output	10,740	FY11	36,354	FY12	2
Generation capacity of conventional and renewable energy	(megawatts)	Output	3,719	FY11	5,040	FY12	2
People provided with access to electricity	(millions)	Outcome	Data to be reported in 2013				12

Agriculture Productivity and Food Security

Area provided with irrigation services	(hectares, millions)	Output	0.7	FY11	1.1	FY12	125
Farmers adopting improved agricultural technology	(number)	Outcome	531,868	FY12	531,868	FY12	125
Nutrition services for vulnerable groups	(millions)	Outcome	14.3	FY12	14.3	FY12	125

Climate Change and Environment

Emission reduction with support of special climate finance instruments	(annual, million tons CO ₂ equivalent)	Outcome	315	FY12	315	FY12	35
Countries supported on natural disaster management	(number)	Output	76	FY10	74	FY12	1235

SUPPORT TO FINANCE, PRIVATE SECTOR DEVELOPMENT AND TRADE

Active number of microfinance loan accounts	(millions)	Outcome	31	FY12	31	FY12	125
Countries that have applied trade-related diagnostic tools	(number)	Outcome	15	FY12	15	FY12	123

LEGEND

LINKAGES	PCD 1-5	Linkages to Post Crisis Directions: 1. Target the Poor and Vulnerable; 2. Create Opportunities for Growth; 3. Promote Global Collective Action; 4. Strengthen Governance; 5. Manage Risk and Prepare for Crisis.
TYPE		Output indicators will be replaced by outcome indicators as country-level data become available.
DATA	YEAR	Represents the fiscal or calendar year when most recent data were available.
	+	Indicators used in proposed IDA16 Results Measurement System.

For Tier II, color-coded traffic lights are not assigned for individual indicators because they represent country results achieved with Bank support and are demand-driven. The Bank first started data aggregation using Core Sector Indicators in IDA projects in FY10, and in FY11 it also included IBRD; therefore, the baseline and current values of some indicators are revised and have the same values.

Social Protection. Social protection and labor policies and programs are designed to improve resilience for the vulnerable through insuring against the impact of drops in well-being from a range of shocks, equity for the poor through protecting against destitution and poverty, and opportunity for all through promoting human capital in children and adults and “connecting” men and women to more productive employment. Based on the review of the most recent project exit data, the three-year estimates of coverage of social safety nets beneficiaries have remained stable at about 114 million beneficiaries.

Gender. Over the past decade, the data show that Bank support is enabling countries to reach women and girls. Three-year estimates show that as noted earlier 50 million women received antenatal care, and 78 million women and girls benefitted from social protection programs and other targeted schemes.

The Bank’s approach to gender has evolved from a primary focus on human development to a more comprehensive framework encompassing women’s economic opportunities, and women’s voice and agency. The Bank’s operations and analytic work focus on a wide range of gender-related topics, including: enhancing economic opportunity; jobs; social status; gender-based violence; agriculture and rural development, infrastructure and extractive industries; entrepreneurship; and inclusion, voice, and leadership. There has been accelerated progress on gender equality, but it has been uneven; changing the norms associated with gender is a long-term proposition. On women’s economic empowerment, efforts are underway to review the data availability for an indicator on the percentage of women participating in Bank-supported labor market programs.

Support to Sustainable Development

Infrastructure. The Bank’s support to infrastructure focuses on helping countries get on a more sustainable development path by refocusing Bank engagement on access to basic infrastructure services and delivering transformational investments that optimize spatial, low-carbon, inclusive growth, and co-benefits. Such projects can be regional, or can connect countries with power grids, broadband, transportation corridors, and large-scale renewable energy. A second focus is on mobilizing additional private capital through expanded public–private partnership arrangements and greater use of guarantee instruments.

In the **Transport** sector, the Bank emphasizes integrated transport solutions and safe, clean, and affordable transport to support expanded trade and enhanced human development. Based on the 2012 review of the Bank’s ongoing and recently closed projects, three-year estimates show that Bank-supported projects constructed or rehabilitated 57,252 kilometers of roads. In the **Energy** sector, based on the 2012 review of projects aided by the Bank, three-year estimates show that Bank-supported projects constructed or rehabilitated 36,354 kilometers of transmission and distribution lines, and 5,040 megawatts of generating capacity to improve access to reliable energy. In the **Water** sector, the Bank supported countries’ efforts to improve governance and management of the water supply and sanitation infrastructure. Based on the 2012 data review, three-year estimates show that Bank-supported projects have provided an estimated 39.6 million people with improved access to water and 3.1 million people with improved access to sanitation.

Agriculture and Food Security. With 75 percent of the world’s poor living in rural areas and most involved in farming, supporting agriculture remains a fundamental instrument for achieving economic growth, poverty reduction, economic transformation, and food security, especially in Africa. In response to the 2008 food crisis, the Bank increased its support to agriculture, focusing on raising agricultural productivity, reducing risk and vulnerability, improving non-farm rural incomes, and strengthening the governance of natural resources use. According to the 2012 data analysis of key elements of agricultural productivity and food security (improvements in irrigated land, adoption of agricultural technologies, and nutrition), three-year estimates show that the Bank has supported provision of irrigation services in over 1.1 million hectare of arable lands, helped 531,868 farmers adopt improved agricultural technologies, and reached 14.3 million pregnant/lactating women, adolescent girls and/or children under age five with basic nutrition services. Also, operations funded under the Global Food Crisis Response Program (GFRP) since 2008 have reached an estimated 66 million people in 49 countries through food-for-work programs, school feeding programs, nutritional interventions, cash transfer programs, and the provision of agricultural inputs.

Climate Change and the Environment. The Bank seeks to help the global community and countries increase

TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

resilience to the impacts of climate change; develop clean energy solutions; adopt climate-smart plans in land use, agriculture, and infrastructure; and protect vulnerable groups from environment-related health risks such as air and water pollution. The climate change agenda has been integrated as a priority across the World Bank, and the Bank is supporting adaptation and/or mitigation programs in 130 countries. The Bank is working with clients to mobilize and leverage resources to advance climate-smart development with the Climate Investment Funds (CIF) and other financing instruments. Forty-nine countries are tapping CIF resources of \$7.6 billion to plan and implement innovative country led strategies to accelerate low carbon, climate resilient development. CIF-funded investments are aligned with national strategies on climate change and national development objectives. The Bank also supports market-based mechanisms for mitigation in 63 countries. Data reported in 2012 on emission reduction with support of special climate financing instruments shows about 315 metric-tons reduction in CO₂ equivalent over a three-year period.

Through the Global Facility for Disaster Reduction and Recovery (GFDRR), a trust fund established in 2006, and other mechanisms, the Bank helps countries recover after natural disasters, and develop institutions, programs, and instruments to better withstand future shocks. Between 2006 and 2012, the Bank and GFDRR have supported 102 countries. Efforts are underway to develop an indicator to measure whether countries are ensuring that disaster risk reduction is a national priority.

Support to Finance, Private Sector Development, and Trade

In more than 50 countries, the Bank continues to support the broadening and deepening of financial markets to better serve underserved populations through the expansion of micro, small, and medium enterprises; the development of payment and remittance systems, collateral registries, and credit bureaus; and the creation of supportive regulatory environments. During fiscal years 2009 to 2012, microfinance and financial institutions benefiting from Bank support had an average of 31 million active microfinance loan accounts per year in the developing world. The Bank continues to participate in the global dialogue on reforming the international financial system and helping countries conduct evaluations that measure their performance against international standards in order to identify and implement needed changes. Also, its trade logistics advisory program continues to advise governments on how to reduce the time and costs involved in trade and to rationalize trade logistics systems and services. These systems include border clearance processes; electronic payment systems; and interagency coordination on a variety of issues, including customs, product standards, phytosanitary veterinary standards, health standards, and “green” supply chains. During fiscal years 2011 and 2012, the Bank has supported 15 countries in successfully applying trade-related diagnostic tools. These tools allow for a comprehensive assessment of the constraints to competitiveness and trade facilitation.

TIER III: DEVELOPMENT OUTCOMES AND OPERATIONAL EFFECTIVENESS

Is the Bank managing the performance of its activities effectively to achieve results?



The Bank's policies, systems, and processes reinforce its emphasis on results. They include quality assurance, real-time monitoring of results and performance, and systematic self-evaluation, complemented by ex-post independent evaluation of strategies and activities by IEG. Tier III reviews the overall success of Bank activities in achieving their development goals. It also examines the effectiveness of Bank operations, including the quality and results orientation of its operations and knowledge activities, the performance of its lending portfolio, the mainstreaming of gender in its operational work, client feedback on its operations and knowledge work, and the use of country systems.

Development Outcomes

Countries own and implement the operations supported by the Bank. Country factors, external events, risks (anticipated and unanticipated), and the quality of design and implementation affect the outcome of these operations. IEG's evaluations of projects exiting the portfolio in fiscal year 2010 (which were approved about five to seven years prior) indicate that the share of operations that achieved their development objectives was 69.1 percent reflecting: country and global characteristics and circumstances including the impact of the food, fuel and financial crises which focused attention on short-term crisis response and management; increased operational complexity; and developments in the internal enabling environment for quality assurance. (Only half the fiscal year 2011 cohort of exits have been evaluated by IEG, and the findings are not used since they may not be representative of the entire cohort).

To improve outcomes, the Bank has revamped its quality assurance system to strengthen the quality processes governing Bank-financed operations, and thus help ensure that these operations will most likely deliver the expected development results. The immediate actions focus on clarifying and harmonizing accountabilities and processes in operations,

improving the mechanisms for technical support to teams, improving operational learning and certification for task team leaders, and putting in place checks and balances for strategic and timely quality monitoring and reporting to Senior Management. For fragile and conflict-affected situations, the Bank is implementing the recommendations of the *World Development Report 2011: Conflict, Security, and Development* by introducing new approaches that align its engagement more closely with realities on the ground.

The four-year rolling average (fiscal years 2009 to 2012) of IEG's satisfactory outcome ratings for results-based CAS/CPSs was 63 percent, an improvement from the fiscal year 2010 baseline of 59 percent but still below the performance standard of 70 percent. This may reflect the fact that many of these CASs/CPSs were first-generation results-based strategies, some of which set ambitious objectives, and that country priorities often change during the implementation period of strategies—as they did during the recent crises—requiring the Bank to reorient its support to new priorities. Management is redoubling efforts to strengthen the focus and realism of CASs/CPSs.

In the country-level surveys carried out in fiscal year 2012, respondents from 29 client countries rated the Bank 6.4 on a ten point scale on their impression of the Bank's effectiveness.

Operational Effectiveness

The Bank's revamped quality assurance system is being rolled out, with improved monitoring of its operational effectiveness. In managing its portfolio performance, the Bank emphasizes implementation support and risk management. Overall portfolio performance in fiscal year 2012 slightly declined with 85.5 percent of active projects rated satisfactory in terms of the likelihood of meeting their development objectives; experience has shown that problems are often resolved within a year. The Bank continues to focus on making its portfolio ratings more realistic.

TIER III: DEVELOPMENT OUTCOMES AND OPERATIONAL EFFECTIVENESS

INDICATORS	BASELINE		CURRENT		PCD LINKAGE	PERFORMANCE STANDARD	STATUS
	Value	Year	Value	Year			
III-A: Development Outcome Ratings							
Satisfactory CAS/CPS completion*	(% IEG rating)	59.0	FY10	63.0	FY12	70	R
Satisfactory (IBRD/IDA) operations outcomes at completion	(% IEG rating)	76.8	FY08	69.1	FY10	Monitored	Y
• IBRD countries	(% IEG rating)	81.0	FY08	69.7	FY10	80	R
• IDA countries	(% IEG rating)	68.0	FY08	66.0	FY10	75	Y
• Fragile situations (IBRD/IDA)*	(% IEG rating)	74.0	FY08	72.4	FY10	70	G
Analytic and advisory activities objectives accomplished*	(%)	72.0	FY08	76.0	FY12	80	Y
Clients' impression of Bank effectiveness	(scale: 1–10)	6.9	FY08	6.4	FY12	7	Y

III-B: Operational Effectiveness

LENDING OPERATIONS

Ensuring Sound Quality and Portfolio Performance

Quality of design for investment operations*	(%)	76	FY09	83	FY11	90	Y
Quality of implementation support for investment operations	(%)	83	FY09	78	FY11	90	Y
Satisfactory implementation of active operations	(%)	88	FY08	85.5	FY12	Monitored	G
Gross disbursements	(US\$ billions)	19.6	FY08	30.8	FY12	Monitored	G
Disbursement ratio*	(%)	21.3	FY08	20.0	FY12	20	G
Average time from approval to first disbursement	(months)	12	FY08	5.9	FY12	Monitored	G
Recipient executed trust fund disbursements	(US\$ billions)	2.9	FY08	3.6	FY12	Monitored	G

Managing Operations for Results, Monitoring, and Evaluation

Projects with indicators capturing all aspects of development objective*	(%)	83	FY09	91	FY12	100	Y
Implementation Completion and Results Reports reporting key results*	(%)	95	FY12	95	FY12	100	G
Bank operations with beneficiary feedback	(%)	22	FY11	44	FY12	Monitored	G

Gender Mainstreaming

Projects with gender-informed design*	(%)	60	FY10	80	FY12	1 2	55	Y
CAS/CPS that draw on and discuss gender assessment findings*	(%)	60	FY08	100	FY12	1 2	100	G

KNOWLEDGE ACTIVITIES

Data freely accessed by global users	(million visits)	1.7	2008	9.9	2012	Monitored	G
Publications including research cited in professional journals	(number)	18,000	2010	18,000	2010	Monitored	G
Clients' impression of contribution of Bank knowledge work	(scale: 1-10)	6.7	FY12	6.7	FY12	Monitored	NA

USE OF COUNTRY SYSTEMS

Use of country systems for procurement (PD survey)*	(%)	40	2006	55	2011	55	G
Use of country systems for financial management (PD survey)*	(%)	42	2006	71	2011	65	G
Use of country monitoring and evaluation systems*	(%)	72	FY09	77	FY12	Monitored	G
Collaborative analytical and advisory activities (PD survey)*	(%)	49	2006	59	2011	66	Y

LEGEND

LINKAGES	PCD 1-5	Linkages to Post Crisis Directions: 1. Target the Poor and Vulnerable; 2. Create Opportunities for Growth; 3. Promote Global Collective Action; 4. Strengthen Governance; 5. Manage Risk and Prepare for Crisis.
DATA	*	List of countries designated as "fragile situations" changes every year.
	+	Indicators used in proposed IDA16 Results Measurement System.
	YEAR	Represents the fiscal or calendar year when data were reviewed.
PERFORMANCE STANDARDS		Performance standards/targets are provided where available. Indicators are "monitored" where performance standard or target is not relevant.
G	On-Track.	A meaningful increase from baseline, or for indicators with performance standards, achievement meets or exceeds performance standard.
Y	Watch.	No meaningful increase or decrease, or for indicators with performance standards, achievement is close to performance standard but does not meet performance standard.
R	Off-Track.	A meaningful decrease from baseline, or for indicators with performance standard, achievement is not close to performance standard.
NA	Not Applicable.	There is insufficient data to establish a trend, or there is no performance standard.

Note: CAS=Country Assistance Strategy; CPS=Country Partnership Strategy; PD=Paris Declaration.

Among others, it is taking steps to ensure that staff pay more attention to realism and candor about problems and risks during implementation. Disbursement levels are linked to implementation performance. During and immediately after the global financial crisis, disbursements more than doubled, rising from \$19.6 billion in fiscal year 2008 to \$40.3 billion in fiscal year 2010, and then declined moderately in fiscal year 2012 to a still robust \$30.8 billion. The disbursement ratio for investment lending projects, which typically disburse over a period of four to six years, declined from 21.3 percent in fiscal year 2008 to 20 percent in fiscal year 2012, still in line with the Bank's performance standard of 20 percent. In an effort to be more responsive to clients, the average time from approval to first disbursement fell to 5.9 months in fiscal year 2012, from twelve months in fiscal year 2008.

A well-articulated results framework linking project activities to results on the ground is a key design element for project success, and enables project managers to use evidence in managing for development results. Among projects approved in fiscal year 2012, 91 percent clearly formulated their development objectives and included measureable outcome indicators to track the achievement of these development objectives—an improvement of 8 percentage points over fiscal year 2009. Recent analysis shows that of the projects approved in fiscal year 2012, 44 percent anticipate incorporating beneficiary feedback mechanisms in the project.

Gender Mainstreaming. The focus on gender sharpened in the last fiscal year, as the Bank incorporated the findings of the *World Development Report 2012: Gender Equality and Development* into its activities. In both fiscal years 2011 and 2012, all CAS/CPS drew on and discussed the findings of a gender assessment, meeting the Corporate Scorecard performance standard of 100 percent. Management continues to highlight the importance of integrating gender into the Bank's operations as a corporate priority. Training, seminars, and communities of practice have been established to help staff better integrate gender into their work, and a wide network of gender focal points is helping country teams advance the gender equality agenda. In fiscal year 2012, 80 percent of Bank operations were considered gender-informed. Knowledge and data gaps are being addressed through country and global efforts to enhance capacity to produce and use gender statistics,

and the World Bank's Gender Data Portal serves as a one-stop shop for up-to-date gender data and statistics from a variety of sources.

Knowledge Services

To measure quality and likely impact of knowledge activities, the Bank is implementing a multi-pronged approach: it is using self-assessments and client feedback, and it will also be using independent evaluations. In terms of self-assessment, knowledge teams indicate that about 76 percent of the Bank's knowledge services (Economic and Sector Work (ESW) and Technical Assistance (TA)) largely accomplished their objectives in fiscal year 2012. Feedback in country surveys shows that respondents rate the Bank 6.7 out of 10 on their impression of the Bank's knowledge work and its contribution to development results in their country.

In addition, the Bank has made major advances in sharing knowledge and data globally and with its clients. Under the Open Data Initiative, its data website received nearly 9.9 million visits during 2012. The Bank's new Open Access Policy for Research and Knowledge went into effect July 1, 2012. The centerpiece of the policy is the Open Knowledge Repository, which places all of the Bank's research and knowledge products under a Creative Commons attribution copyright license, making them accessible to a wide audience. The Bank also completed geo-mapping of all Bank supported projects in 2012, providing an easy-to-understand database of expected project locations. The Bank is increasingly conducting analytic and technical assistance services in collaboration with clients and partners. The 2011 Paris Declaration Survey found that the Bank conducted 59 percent of its work collaboratively, a figure the Bank aims to continue raising closer to its performance standard of 66 percent

Use of Country Systems

By using country systems, the Bank places a high priority on helping countries strengthen their country institutions and systems. It does this in collaboration with other development partners (multilateral development banks, other multilateral organizations, and bilateral donors). The use of country systems in Bank operations has improved over time. The Bank has surpassed the Paris Declaration Survey targets for procurement (50 percent) by 5 percentage points and for financial management (51 percent) by 20 percentage points in 2010.

TIER III: DEVELOPMENT OUTCOMES AND OPERATIONAL EFFECTIVENESS

Strong systems for monitoring and evaluation enable better assessments of development results and evidence-based decision making. In fiscal year 2012, 77 percent of IBRD/IDA projects used country monitoring and evaluation systems. The Bank increased its support for efforts to build country statistical capacity through financing and partnerships such as the Partnership for Statistics in Development

in the 21st Century. But challenges remain: timely and relevant statistics and basic development data are not always available or used, and capacity for monitoring and evaluation varies significantly across countries and sectors within countries, affecting the quality, frequency, and reliability of data. Moving forward, the Bank will continue efforts to build statistical capacity.

TIER IV: ORGANIZATIONAL EFFECTIVENESS AND MODERNIZATION

Is the Bank managing skills, capacity, resources, and processes efficiently, and is business modernization on track?



The Bank continues to work to improve its organizational effectiveness, to better align the skills and capacity of its staff with its strategic priorities, and to implement its modernization agenda in order to become more responsive and accountable to its stakeholders.

Resources and Alignment

The Bank has been steadily improving its organizational effectiveness. The Bank has increased client services as a percentage of total costs to 63.2 percent in fiscal year 2012 and these services are increasingly delivered by staff based in client countries, with the percentage of tasks being managed from the field rising from 40.6 percent in fiscal year 2008 to 44.4 percent in fiscal year 2012.

Working with a flat annual administrative budget in real terms since fiscal year 2006, the Bank has made continuous improvements in the way it allocates and uses its resources. The Bank is rebuilding its budget flexibility, now at 3.2 percent, reflecting the rollback of the pre-programming of the +2 percent band earlier allocated to support the crisis response, in order to remain prepared for unexpected developments and demands in the future. The use of Bank-Executed Trust Funds provided by donors for the Bank's knowledge services for clients has increased from 31.6 percent in fiscal year 2008 to 45.1 percent in fiscal year 2012, complementing the institution's own administrative budget and augmenting its delivery capability to clients in this area. To ensure effective management of this category of trust funds, the Bank is implementing reforms to integrate them into its budget and business-planning processes.

The Bank has accelerated resource transfer to its clients. It significantly scaled up its response to the recent crises by increasing lending from US\$24.7 billion in fiscal year 2008 to US\$35.3 billion in fiscal year 2012. RETFs—which provide additional finance to developing countries, and are now integrated into CASs/CPSs—increased commitments from \$3 billion in

fiscal year 2008 to \$4.1 billion in fiscal year 2012. The Bank has also accelerated preparation of investment lending projects from 16 months in fiscal year 2008 to 14 months in fiscal year 2012, and shifted resources to support project implementation by increasing the average supervision expenses from \$115,000 per project in fiscal year 2008 to \$132,000 in fiscal year 2012.

Capacity and Skills

Through its business modernization program, the Bank is working to better align the skills and capacity of its staff with its strategic priorities. To maximize the use of its global knowledge and ensure it is made widely available across its client countries, the Bank is increasing the share of time staff allocate to activities outside their units or regions. In fiscal year 2012, this share has been at 6.8 percent, below the Bank's goal of 10 percent, and efforts are underway to further enhance staff connectivity across the matrix.

The staff diversity index rose from 0.85 in fiscal year 2008 to 0.89 in fiscal year 2012, and the share of women in management marginally grew from 36.1 percent in 2011 to 36.8 percent in 2012, as the Bank moved toward its goal of achieving gender parity in management.

Complementing ongoing efforts to bring services closer to clients and improve field presence, reforms are underway to ensure that Bank systems for knowledge, accountability, decision making, human resources, and information technology are agile and effective.

Business Modernization

Strengthening the focus on results, transparency, and accountability represents the three overarching aspects of business modernization at the Bank. This effort aims to improve the institution's ability to measure, report on, and learn from results; share data, knowledge, and expertise effectively and generate knowledge with others; and respond to countries with agility. A results-

TIER IV: ORGANIZATIONAL EFFECTIVENESS AND MODERNIZATION

INDICATORS	BASELINE		CURRENT		PCD/M LINKAGES	PERFORMANCE STANDARD	STATUS
	Value	Year	Value	Year			

IV-A. Resources, Skills, and Business Modernization

RESOURCES AND ALIGNMENT

Client services as % of total cost	(%)	62.6	FY08	63.2	FY12		Monitored	
Client services in fragile and conflict affected areas	(% of total cost)	4.9	FY08	5.9	FY12		Monitored	
Lending commitments (IBRD/IDA)	(US\$ billions)	24.7	FY08	35.3	FY12		Monitored	
Financial intermediary funds commitments	(US\$ billions)	4.80	FY08	5.81	FY12		Monitored	
Recipient executed trust fund commitments	(US\$ billions)	3.0	FY08	4.1	FY12		Monitored	
Share of knowledge services funded by trust funds	(%)	31.6	FY08	45.1	FY12		Monitored	
Use of trust funds to support IBRD/IDA lending preparation and implementation support	(%)	10.3	FY08	14.9	FY12		Monitored	

CAPACITY AND SKILLS

Staff diversity	(index)	0.85	FY08	0.89	FY12		1.00	
Staff mobility	(%)	4.39	FY08	4.39	FY12		Monitored	
Staff engagement	(%)	78	FY08	80	FY10		Monitored	

BUSINESS MODERNIZATION

Products and Services for Results

Lending for program results	(number)	0	FY12-Q3	5	FY13-Q2		Monitored	
IBRD/IDA results stories and briefs	(number on web)	131	2008	646	FY12		Monitored	
Sectors/themes with core indicators for both IDA and IBRD	(number)	0	FY09	24	FY12		7	

Organization

Openness: Access to Information requests with timely completion	(%)	78	FY11	78	FY12		Monitored	
Sector Board Connectivity: Professional staff time spent on tasks in other Bank units	(%)	7.5	FY08	6.8	FY12		10	
Decentralization: Services for clients managed by staff based in client countries*	(%)	40.6	FY08	44.4	FY12		Monitored	

Processes and Systems for Flexibility and Efficiency

Projects with new risk framework with fast processing	(%)	45	FY11	38	FY12		Monitored	
Speed of preparation from Concept Note to Approval*	(months)	16	FY08	14	FY12		12 months	
Average cost of preparing a lending project*	(average, US\$)	359,000	FY08	357,000	FY12		Monitored	
Average annual cost supporting project implementation*	(average, US\$)	115,000	FY08	132,000	FY12		Monitored	
Budget flexibility at the start of the fiscal year	(%)	3.3	FY08	3.2	FY13		5	

IV-B. Sector Actions Related to Post-Crisis Directions

PROJECTIONS

Support to agriculture and related sectors (IBRD, IDA, SPF)	(average, US\$ billions/year)	2.9	FY06-08	4.3	FY10-12		4.5–6.4 (2010–12)	
Support to sustainable infrastructure (IBRD, IDA, GEF, RETF, SPF)	(average, US\$ billions/year)	8.2	FY04-07	19.5	FY09-12		Monitored	
Support to health, nutrition, and population (IBRD, IDA)	(average, US\$ billions/year)	1.5	FY04-07	2.4	FY11-12		2.0–3.0 (2011–12)	
Support to education sector (IDA)	(average, US\$ billions/year)	1.0	FY95-09	1.7	FY10-12		1.1 (2010–15)	

LEGEND

LINKAGES	PCD 1-5	Linkages to Post-Crisis Directions: 1. Target the Poor and Vulnerable; 2. Create Opportunities for Growth; 3. Promote Global Collective Action; 4. Strengthen Governance; 5. Manage Risk and Prepare for Crisis.
	M	Business Modernization
DATA	+	Indicators used in proposed IDA16 Results Measurement System.
	YEAR	Represents the fiscal or calendar year when data were reviewed.
PERFORMANCE STANDARDS	Performance standards/targets are provided where available. Indicators are “monitored” where performance standard or target is not relevant.	
PROJECTIONS	Projections are based on current estimation of future client demands.	
	On-Track.	A meaningful increase from baseline, or for indicators with performance standards, achievement meets or exceeds performance standard.
	Watch.	No meaningful increase or decrease, or for indicators with performance standards, achievement is close to performance standard but does not meet performance standard.
	Off-Track.	A meaningful decrease from baseline, or for indicators with performance standard, achievement is not close to performance standard.
	Not Applicable.	There is insufficient data to establish a trend, or there is no performance standard.

focused and open institution also strengthens accountability to shareholders, partners, and citizens. In each of these areas, the Bank has achieved several milestones.

Since the approval of the Program-for-Results (PforR) policy on January 24, 2012, six operations have been approved in a variety of sectors, totaling \$981 million in commitments and leveraging about \$2.1 billion in governments and partners funding.

Under PforR, the Bank supports countries to improve the design and implementation of their own development programs, financing a portion of the program expenditures. This instrument is helping the Bank to strengthen partnerships with governments and development partners, and strengthen country systems.

In the results measurement area, the Bank significantly expanded the number of sectors and themes in which it has Core Sector Indicators to measure results, covering 24 sectors and 135 indicators. All of these indicators' data are collected at the project level and then aggregated for reporting purposes. Complementing quantitative tracking of

results, almost 650 results stories have been written to document the results achieved by Bank projects. Additionally, knowledge products are now systematically captured in Bank systems.

Building on the 2010 Access to Information Policy and Open Data Initiative, the Bank has continued to seek opportunities to further open itself and increase the development return of being open, through Open Data, Open Operations, Open Knowledge, and Open Development.

Support to Sector Actions Related to Post-Crisis Directions

The Bank lending commitments to support post-crisis initiatives in the agriculture, infrastructure, health and education sectors increased, averaging: \$4.3 billion per year (including special financing) for agriculture during fiscal years 2010 to 2012; \$2.4 billion per year for health during fiscal years 2011 and 2012; \$19.5 billion for infrastructure (including special financing) during fiscal years 2009 to 2012; and \$1.7 billion per year during fiscal years 2010 to 2012 in education for IDA countries. The Bank continues to monitor investments in these sectors.

NEXT STEPS IN THE RESULTS AGENDA



Using the Corporate Scorecard to track the Bank's performance and its ability to contribute to country results is making the Bank more accountable to its shareholders and stakeholders. It also contributes to the Bank's ability to communicate results to a wider audience, making information available to all. In the next year, the Bank will focus on the following priorities:

- Aligning the Corporate Scorecard to the new World Bank Group Strategy, and deepening formal and informal incentives and accountability for results throughout the organization using the Corporate Scorecard.
- Continuing the preparation of new Program-for-Results operations. The Bank will closely monitor progress and document lessons learned from the preparation and implementation of the initial operations.
- Continuing efforts to ensure that the results supported through TF operations are better integrated into the Bank's results management system, as part of overall TF reforms.
- Supporting client countries and international partnerships' development results by further developing country statistical capacity and scaling up Bank support to countries in assessing the capacity of their main government institutions to carry out their mandate with a focus on development results.
- Continuing to improve metrics and measurement and developing new relevant results indicators.

DEFINITIONS OF THE WORLD BANK CORPORATE SCORECARD INDICATORS

TIER I: DEVELOPMENT CONTEXT

What is the development progress in Bank client countries as a group?

Population below US\$ 1.25 (PPP) a day (%): Percentage of the population living on less than \$1.25 a day at 2005 international prices. As a result of revisions in PPP exchange rates, poverty rates for individual countries cannot be compared with poverty rates reported in earlier editions. Average, weighted by the total population (*Data Source: World Bank staff estimates using PovcalNet tool. Data are based on primary household survey data obtained from government statistical agencies and World Bank country departments, February 2013.*)

GDP per capita (constant 2000 US\$): Gross domestic product divided by midyear population. GDP is the sum of gross value added by all resident producers in the economy plus any product taxes and minus any subsidies not included in the value of the products. It is calculated without making deductions for depreciation of fabricated assets or for depletion and degradation of natural resources. Data are in constant 2000 U.S. dollars (*Data Source: World Bank staff estimates based on data from World Bank and OECD National Accounts, February 2013.*)

Domestic credit to private sector (% of GDP): Financial resources provided to the private sector, such as through loans, purchases of non equity securities, and trade credits and other accounts receivable, that establish a claim for repayment. For some countries these claims include credit to public enterprises. Average, weighted by GDP (*Data Source: World Bank staff estimates based on data from International Monetary Fund, International Financial Statistics, February 2013.*)

Employment to population ratio (15+, %): Proportion of a country's population (age 15 and above) that is employed. Average, weighted by the population of age 15 and above (*Data Source: World Bank staff estimates based on data from International Labour Organization, Key Indicators of the Labour Market, February 2013.*)

Ratio of female to male labor force participation (%): Ratio of the female labor force participation rate to the male labor force participation rate, multiplied by 100. Labor force participation rate is the proportion of the population ages 15 and older that engages actively in the labor market, either by working or looking for work. Average, weighted by size of total labor force ages 15 and older (*Data Source: World Bank staff estimates based on International Labour Organization, Key Indicators of the Labour Market database, February 2013.*)

State institutions with adequately established and differentiated power structure (on a scale from 1 to 10): A composite indicator (Bertelsmann Transformation Index) that combines stateness and rule of law categories - about 8 indicators aggregated. Stateness focuses on the existence of adequately established and differentiated power structures in the country, while rule of law focuses on the existence of check and balance mechanisms that can monitor each other and ensure enforcement of civil rights. Unweighted average (*Data Source: World Bank staff estimates based on data from Bertelsmann Transformation Index, February 2013.*)

Effective and accountable government (on a scale from 0 to 7): The Freedom House indicator attempts to capture how

resources are managed using the following questions: (1) Are the executive, legislative, and judicial branches of government able to oversee the actions of one another and hold each other accountable for any excessive exercise of power? (2) Does the state system ensure that people's political choices are free from domination by the specific interests of power groups (e.g., the military, foreign powers, totalitarian parties, regional hierarchies, and/or economic oligarchies)? (3) Is the civil service selected, promoted, and dismissed on the basis of open competition and by merit? Unweighted average (*Data Source: World Bank staff estimates based on data from Freedom House data, February 2013.*)

Public access to information (on a scale from 0 to 100): The Global Integrity indicator captures the in law and in practice status of access to information in a country. Unweighted average (*Data Source: World Bank staff estimates based on data from Global Integrity data, February 2013.*)

Level of statistical capacity (on a scale from 0 to 100): Statistical Capacity Indicator provides an overview of the statistical capacity of developing countries. It is based on a diagnostic framework developed with a view to assessing the capacity of national statistical systems using metadata information generally available for most countries, and monitoring progress in statistical capacity building over time. The framework has three dimensions: statistical methodology; source data; and data periodicity and timeliness. For each dimension, a country is scored against specific criteria, using information available from the World Bank and other international agencies. A composite score for each dimension and an overall score combining all three dimensions are derived for each country on a scale of 0-100. A higher score indicates a higher level of capacity. Unweighted average (*Data Source: World Bank staff estimates based on data from Board on Statistical Capacity (BBSC), The World Bank, February 2013.*)

Under 5 mortality rate (per 1,000 live births): Probability per 1,000 that a newborn baby will die before reaching age five, if subject to current age-specific mortality rates. Average, weighted by the number of live births (*Data Source: World Bank staff estimates based on data from Inter-agency Group for Child Mortality Estimation, February 2013.*)

Prevalence of HIV, female (% of ages 15-24): Percentage of people ages 15-24 who are infected with HIV. Average, weighted by the female population of ages 15-24 (*Data Source: World Bank staff estimates based on data from UNAIDS and the WHO's Report on the Global AIDS Epidemic, February 2013.*)

Maternal mortality ratio (modeled estimate, per 100,000 live births): Number of women who die during pregnancy and childbirth, per 100,000 live births. The data are estimated with a multilevel regression model using available national mortality data and socio-economic information including fertility, birth attendants, and HIV prevalence. Average, weighted by the number of live births (*Data Source: World Bank staff estimates based on data from Inter-agency Group for Maternal Mortality Estimation, February 2013.*)

Prevalence of underweight children (% of children under 5): Percentage of children under age 5 whose weight for age is more than two standard deviations below the median for the international reference population ages 0-59 months. Data are defined based on WHO's new child growth standards released in 2006. Aggregation is based on country data in the WHO/UNICEF Global Database on Child Growth and Malnutrition. The World Bank has recently adopted the linear mixed-effect models developed by WHO for data aggregation. Due to the change in aggregation methodology, the estimates in the September 2012 edition and thereafter cannot be compared with those in earlier editions (*Data Source: World Bank staff estimates based on data from WHO/UNICEF, February 2013*).

Primary school completion rate (%): Percentage of students completing the last year of primary school. It is the total number of new entrants in the last grade of primary education, regardless of age, expressed as a percentage of the population at the entrance age to the last grade of primary. The ratio can exceed 100% due to over-aged and under-aged children who enter primary school late/early and/or repeat grades. Average, weighted by the number of official primary school graduation age children (*Data Source: World Bank staff estimates based on data from United Nations Educational, Scientific, and Cultural Organization (UNESCO) Institute for Statistics, February 2013*).

Secondary school enrollment rate (% gross): Gross enrollment ratio is the total enrollment in secondary education, regardless of age, expressed as a percentage of the population of official secondary education age. Gross enrollment ratio can exceed 100% due to the inclusion of over-aged and under-aged students because of early or late school entrance and grade repetition. Secondary education completes the provision of basic education that began at the primary level, and aims at laying the foundations for lifelong learning and human development, by offering more subject- or skill-oriented instruction using more specialized teachers. Average, weighted by the number of children of official secondary school ages (*Data Source: World Bank staff estimates based on data from United Nations Educational, Scientific, and Cultural Organization (UNESCO) Institute for Statistics, February 2013*).

Gender parity index in primary and secondary education (%): Ratio of the female gross enrollment ratio to the male gross enrollment ratio in primary and secondary education. Gross enrollment ratio in primary and secondary education is the total enrollment in primary and secondary education, regardless of age, expressed as a percentage of the population of official primary and secondary education age. Gross enrollment ratio can exceed 100% due to the inclusion of over-aged and under-aged students because of early or late school entrance and grade repetition (*Data Source: World Bank staff estimates based on data from United Nations Educational, Scientific, and Cultural Organization (UNESCO) Institute for Statistics, February 2013*).

Paved roads (% of total roads): Paved roads are those surfaced with crushed stone (macadam) and hydrocarbon binder or bituminized agents, with concrete, or with cobblestones, as a percentage of all the country's roads, measured in length. Median, based on the most recent estimates available within the last 5 years (*Data Source: World Bank staff estimates based on data from International Road Federation, World Road Statistics and electronic files, except where noted, February 2013*).

Access to an improved water source (% of population): Indicator refers to the percentage of the population with reasonable access to an adequate amount of water from an improved source, such as a household connection, public standpipe, borehole, protected well or spring, and rainwater collection. Unimproved sources include vendors, tanker trucks, and unprotected wells and springs. Reasonable access is defined as the availability of at least 20 liters a person a day from a source within one kilometer of the dwelling. Average, weighted by the total population (*Data Source: World Bank staff estimates based on data from World Health Organization and United Nations Children's Fund, Joint Measurement Programme, February 2013*).

Access to an improved sanitation facility (% of population): Indicator refers to the percentage of the population with at least adequate access to excreta disposal facilities that can effectively prevent human, animal, and insect contact with excreta. Improved facilities range from simple but protected pit latrines to flush toilets with a sewerage connection. To be effective, facilities must be correctly constructed and properly maintained. Average, weighted by the total population (*Data Source: World Bank staff estimates based on data from World Health Organization and United Nations Children's Fund, Joint Measurement Programme, February 2013*).

Household electrification rate (% of households): Defined as the percentage of households with an electricity connection and measured using household surveys (e.g. Demographic and Health Surveys, Living Standard Measurement Surveys). Household surveys provide better measurement than the data provided by national power utilities. In addition, utilities employ different definitions of electrification making it difficult for accurate cross-country comparison. Average, weighted by the total population. Based on gap-filled data and may differ from other sources (*Data Source: World Bank staff estimates based on data from household surveys, February 2013*).

Mobile cellular telephone subscriptions (per 100 people): Mobile cellular telephone subscriptions are subscriptions to a public mobile telephone service using cellular technology, which provide access to the public switched telephone network. Post-paid and prepaid subscriptions are included. Average, weighted by the total population (*Data Source: World Bank staff estimates based on data from International Telecommunication Union, February 2013*).

Cereal yield (kg per hectare): Measured in kilograms per hectare of harvested land, includes wheat, rice, maize, barley, oats, rye, millet, sorghum, buckwheat, and mixed grains. Production data on cereals refer to crops harvested for dry grain only. Cereal crops harvested for hay or harvested green for food, feed, or silage and those used for grazing are excluded. Average, weighted by land under cereal production (*Data Source: World Bank staff estimates based on data from Food and Agriculture Organization web site, February 2013*).

Agriculture value added per worker (constant 2000 US\$): A measure of agricultural productivity. Value added in agriculture measures the output of the agricultural sector (ISIC divisions 1-5) less the value of intermediate inputs. Agriculture comprises value added from forestry, hunting, and fishing as well as cultivation of crops and livestock production. Data are in constant 2000 U.S. dollars. Average, weighted by agricultural employment

(Data Source: World Bank staff estimates based on data from World Bank national accounts and Food and Agriculture Organization, Production Yearbook and data files, February 2013).

CO₂ emissions (kg per 2005 PPP\$ of GDP): Carbon dioxide emissions are those stemming from the burning of fossil fuels and the manufacture of cement. They include carbon dioxide produced during consumption of solid, liquid, and gas fuels and gas flaring. CO₂ emissions measured as kilograms per 2005 PPP\$ of GDP show how clean production processes are. This indicator is often criticized for being used to claim reductions in CO₂ emissions that are more rightly attributable to unrelated gains in economic efficiency. Average, weighted by 2005 PPP\$ of GDP (Data Source: World Bank staff estimates based on data from Carbon Dioxide Information Analysis Center, Environmental Sciences Division, Oak Ridge National Laboratory, Tennessee, United States and the World Bank National Account, February 2013).

Protected terrestrial areas (% of total land area): Terrestrial protected areas are totally or partially protected areas of at least 1,000 hectares that are designated by national authorities as scientific reserves with limited public access, national parks, natural monuments, nature reserves or wildlife sanctuaries, protected landscapes, and areas managed mainly for sustainable use. Marine areas, unclassified areas, littoral (intertidal) areas, and sites protected under local or provincial law are excluded. Average, weighted by total land area (Data Source: World Bank staff estimates based on data from United Nations Environmental Program and the World Conservation Monitoring Centre, February 2013).

Average annual deforestation (%): Permanent conversion of natural forest area to other uses, including agriculture, ranching, settlements, and infrastructure. Deforested areas do not include areas logged but intended for regeneration or areas degraded by fuel-wood gathering, acid precipitation, or forest fires. Average, weighted by forest area (Data Source: World Bank staff estimates based on data from Food and Agriculture Organization, February 2013).

Male-female gap in the population with an account at a formal financial institution (% of population 15+): This indicator measures the difference between the percentage of

males and the percentage of females of ages 15 and above who have an account (self or together with someone else) at a formal financial institutions, such as bank, credit union, another financial institution (e.g., cooperative, microfinance institution), or the post office (if applicable) including respondents who reported having a debit card (Data Source: World Bank staff estimates based on data from The Global Findex Database, the World Bank, February 2013).

Trade logistics performance index: Overall (1=low to 5=high): Logistics Performance Index overall score reflects perceptions of a country's logistics based on efficiency of customs clearance process, quality of trade- and transport-related infrastructure, ease of arranging competitively priced shipments, quality of logistics services, ability to track and trace consignments, and frequency with which shipments reach the consignee within the scheduled time. The index ranges from 1 to 5, with a higher score representing better performance. Unweighted average (Data Source: Arvis et al. (2012), Connecting to Compete 2012: Trade Logistics in the Global Economy, February 2013).

Trade diversification (index 0-1): The index is a flow-weighted concentration index. The index is normalized to range between 0 and 1 – one being more concentrated. Due to lack of some country's export data, "mirror data" is used (partner's import from that country). For the index on product concentration the HS 6 digit product classification is used. For the index on market concentration, share in total export of 220 potential partners for each destination is used. Unweighted average (Data Source: World Bank staff estimates based on data from UN Comtrade, February 2013).

Time required for business start-up (days): Number of calendar days needed to complete the procedures to legally operate a business. If a procedure can be speeded up at additional cost, the fastest procedure, independent of cost, is chosen. Unweighted average (Data Source: World Bank staff estimates based on data from Doing Business project, February 2013).

TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

How is the Bank supporting countries in achieving results?

Countries with strengthened national statistical systems (number): Number of countries which have been supported by IBRD/IDA and Trust Fund operations over \$1 million whose primary aim is to strengthen national statistical systems (Data Source: the World Bank Bulletin Board on Statistical Capacity, July 2012).

Countries with Bank-supported programs on asset, liability and risk management (number): Number of countries supported by the Bank with financial solutions, risk management products and/or advisory services on asset and liability management (Data Source: World Bank staff estimates based on ongoing engagements in fiscal year 2012, July 2012).

Countries with Bank-supported programs on transparency and access to information (number): Number of countries supported by the Bank on transparency and access to information (Data Source: World Bank staff estimates based on IBRD/IDA operations approved in FY06-FY12, July 2012).

Countries with strengthened Public Management Systems (number): Number of countries in which a particular public management system has been strengthened through IBRD/IDA operations. "Indicators of the Strength of Public Management Systems" (ISPMS) are used to measure whether a country's PSM system has been 'strengthened' (Data Source: World Bank staff estimates based on active operations in FY10 to FY12, July 2012): **(a) Countries with strengthened civil service and**

public administration systems would have improved relevant (ISPMS) performance measures, such as increasing the “share of merit-based appointments”, reducing the “time for key services and administrative processes” or increasing the “percentage of the population reporting satisfaction with central government services” etc. **(b) Countries with strengthened tax policy and administration systems** would have improved relevant (ISPMS) performance measures, such as increasing “tax collection as a percent of GDP”, increasing “the number of registered taxpayers”, reducing “custom clearance times” or improving “client perception of tax administration” etc. **(c) Countries with strengthened public financial management systems** would have improved relevant (ISPMS) performance measures, such as reducing the “average difference between legislated budget allocation and expenditure outturns”, increasing the “budget execution rate”, reducing “domestic payment arrears” establishing a “functioning Treasury Single Account (TSA) system” or improving the “timeliness of the release of semi-annual budget reports on available media” etc. **(d) Countries with strengthened procurement systems** would have improved relevant (ISPMS) performance measures, such as reducing “average procurement processing times”, publishing “financial and procurement documents on various media sources” or improving “transparency and reduced transaction costs (i.e. time) for public procurement” etc.

Teachers recruited and/or trained (number, million): Number of additional teachers recruited and/or trained by the Bank-supported programs to reduce the shortfall of qualified teachers at primary level (*Data Source: World Bank staff estimates based on data of FY01-FY12 approved projects, last 3 years aggregate estimate, July 2012*).

Countries with Bank-supported learning assessments (number): Number of countries with Bank-supported learning assessments. (*Data Source: World Bank staff estimates based on operations approved in fiscal years 2008-2012, February 2013*).

People with access to a basic package of health services (number, million): Number of people with access to a basic package of health, nutrition or population services supported through Bank-financed projects (*Data source: World Bank staff estimates based on data of FY01-FY12 approved projects, last 3 years aggregate estimate, July 2012*).

Children immunized (number, million): Number of children receiving vaccines purchased with Bank financing or other resources that are distributed through a Bank-supported program. Included are any of the recommended vaccines, as individual vaccines if purchased or administered separately or as a combination vaccination when several vaccines have been combined (*Data Source: World Bank staff estimates based on data of FY01-FY12 approved projects, last 3 years aggregate estimate, July 2012*).

Beneficiaries covered by social safety net programs (number, million): Number of individual beneficiaries from Bank-supported social safety net programs (*Data Source: World Bank staff estimates based on operations closed between FY05-11, last 3 years aggregate estimate, July 2012*).

Pregnant women receiving antenatal care (number, million): Number of pregnant women receiving antenatal care during a visit to a skilled health provider as a result of Bank-financed projects (*Data Source: World Bank staff estimates based on data of FY01-*

FY12 approved projects, last 3 years aggregate estimate, July 2012).

Women and girls benefiting from social protection programs and other targeted schemes (number, million): Number of women and girls benefiting from support for agricultural production and agri-business, grants to female students, pregnant women, women’s employment schemes, female-headed households, microfinance loans for women, and immunization for girls (*Data Source: World Bank staff estimates based on projects approved between FY06-12, last 3 years aggregate estimate, July 2012*).

Roads constructed or rehabilitated (km): Number of kilometers of all roads constructed, reopened, to motorized traffic, rehabilitated, or upgraded under Bank-supported programs (*Data Source: World Bank staff estimates based on data of FY01-FY12 approved projects, last 3 years aggregate estimate, July 2012*).

People provided with access to improved water sources (number, million): Number of people who benefitted from improved water supply services (following the UNICEF-WHO Joint Monitoring Program definition) that have been constructed under Bank-supported programs (*Data Source: World Bank staff estimates based on data of FY01-FY12 approved projects, last 3 years aggregate estimate, July 2012*).

People provided with access to improved sanitation (number, million): Number of people who benefitted from improved sanitation facilities constructed under Bank-supported programs (*Data Source: World Bank staff estimates based on data of FY01-FY12 approved projects, last 3 years aggregate estimate, July 2012*).

Transmission and distribution lines constructed or rehabilitated (km): Kilometers of transmission and distribution lines constructed or rehabilitated under Bank-supported programs (*Data Source: World Bank staff estimates based on data of FY01-FY12 approved projects, last 3 years aggregate estimate, July 2012*).

Generation capacity of conventional and renewable energy (megawatts): Megawatts of generation capacity of conventional generation and renewable energy constructed or rehabilitated under Bank-supported programs (*Data Source: World Bank staff estimates based on data of FY01-FY12 approved projects, last 3 years aggregate estimate, July 2012*).

People provided with access to electricity (number, million): Number of people provided with access to electricity under Bank-supported programs. *Data to be reported in 2013*.

Area provided with irrigation services (hectares, million): Area provided with new and/or improved irrigation services under Bank-supported programs (*Data Source: World Bank staff estimates based on data of FY01-FY12 approved projects, last 3 years aggregate estimate, July 2012*).

Farmers adopting improved agricultural technology (number): Number of farmers adopting improved agricultural technology, where the term technology includes a change in practices compared to currently used practices or technologies (seed preparation, planting time, feeding schedule, feeding ingredients, post-harvest, storage, processing, etc.). If the project introduced or promotes a technology package in which the benefit depends on the application of the entire package (e.g., a combination of inputs such as a new variety and advice on

agronomic practices such as soil preparation, changes in seeding time, fertilizer schedule, plant protection, etc) – this will count as one technology (*Data Source: World Bank staff estimates based on data of FY01-FY12 approved projects, last 3 years aggregate estimate, July 2012*).

Nutrition services for vulnerable groups (number, million): Number of pregnant/lactating women, adolescent girls and/or children under age five reached by basic nutrition services (*Data Source: World Bank staff estimates based on data of FY02-FY12 approved projects, last 3 years aggregate estimate, February 2013*).

Emission reduction with support of special climate finance instruments (annual, million tons CO₂ equivalent): The data is calculated as sum of estimated annual emission reduction with support of special climate finance instruments i.e. Global Environment Facility (GEF), Carbon Finance (CF), Montreal Protocol (MP), and Climate Investment Funds (CIFs). The numbers are calculated as follows: For GEF, MP and CIF projects the annual equivalent figure for projects closed during the fiscal year is the expected GHG emission reductions over the lifetime of the investments supported by these projects, divided by the lifetime of the respective investments. In the case of MP, the GHG emission reduction is achieved through the elimination of ozone-

depleting substances. For CF projects the annual equivalent figure for Emission Reduction Purchase Agreements (ERPAs) approved during the FY is the expected GHG emission reductions over the time-period of the ERPA contract, divided by the time-period of the ERPA contract (*Data Source: World Bank staff estimates for reporting period FY09-11, July 2012*).

Countries supported on natural disaster management (number): Number of countries supported on natural disaster management under Bank-supported operations; includes lending and AAA (*Data Source: World Bank staff estimates based on closed operations, last 3 years aggregate, July 2012*).

Active number of microfinance loan accounts (number, million): Active microfinance loan accounts of financial institutions supported by the Bank (*Data Source: World Bank staff estimates based on 2009-2012 reported data, annual average, July 2012*).

Countries that have applied trade related diagnostic tools (number): Number of developing countries that have applied trade related diagnostic tools, including Transport and Trade Facilitation Audits, Competitiveness Diagnostics, World Bank-led Diagnostic Trade Integration Studies and Diagnostic Trade Integration Study Updates supported by Bank operations (*Data Source: World Bank staff estimates, FY11-12 aggregate, July 2012*).

TIER III: DEVELOPMENT OUTCOMES AND OPERATIONAL EFFECTIVENESS

Is the Bank managing the performance of its activities effectively to achieve results?

Satisfactory CAS/CPS completion (IEG ratings, %): Percentage of Country Assistance Strategy and/or Country Partnership Strategy Completion Reports (CASCR) rated moderately satisfactory, satisfactory or highly satisfactory by Independent Evaluation Group (IEG) (*Data Source: World Bank data system, last four year period, July 2012*).

Status: **R** Performance standard: 70

Satisfactory (IBRD/IDA) operations outcomes at completion (IEG Ratings, %): Percentage of projects at Exit rated moderately satisfactory or satisfactory or highly satisfactory on achievement of outcomes by Independent Evaluation Group (IEG) for IBRD Countries, IDA Countries, and in Fragile Situations - list of countries in Fragile Situation changes every year and includes both IDA and IBRD (*Data Source: World Bank data system, based on partial data, March 2013*).

Status: **Y** Overall improvement required; IBRD and IDA ratings are below performance standards; Fragile Situations rating meets its performance standard.

Analytic and advisory activities objectives accomplished (%): ESW and TA tasks delivered for which Activity Completion Summary (ACS) was submitted and development objectives were largely accomplished (comprises fully and largely achieved ratings) (*Data Source: World Bank data system, February 2013*).

Status: **Y** Performance standard: 80

Clients' impression of Bank effectiveness (scale 1-10): Results from Country Survey for question: Overall, please rate your impression of the World Bank's effectiveness in ___ on a ten point scale? (1-Not effective at all, 10-Very effective). In FY 12 the Country Opinion Survey Program was scaled up, so from that time forward, a representative sample of countries will be

surveyed and ratings can be tracked now, from year to year. Prior to that, the ratings represent a small number of countries, and any year to year comparisons, up to FY 12, would not be methodologically sound (*Data Source: Country Survey Reviews FY08-12, February 2013*).

Status: **Y** Performance standard: 7

Quality of design for investment operations (%): Percentage of projects in sample rated moderately satisfactory, satisfactory or highly satisfactory on quality of design. New quality assurance system will be rolled out in the current fiscal year (*Data Source: World Bank review of Quality Assessment of Lending Portfolio 2011*).

Status: **Y** Performance standard: 90

Quality of implementation support for investment operations (%): Percentage of projects rated moderately satisfactory, satisfactory or highly satisfactory on quality of supervision. New quality assurance system will be rolled out in the current fiscal year (*Data Source: World Bank review of Quality Assessment of Lending Portfolio 2011*).

Status: **Y** Performance standard: 90

Satisfactory implementation of active operations (%): Percentage of active operations rated satisfactory on implementation progress and likelihood of achieving development objectives. Operations include: IBRD, IDA, Global Environment Facility (GEF), Special Financing (SF) and Montreal Protocol (MT), and large Recipient-Executed (RE) (*Data Source: World Bank data system, July 2012*).

Status: **G** Trend is stable and candor is encouraged in rating progress.

Gross disbursements (US\$ billion): Dollar value of the amount of the loan, credit or grant transferred to a client during the accounting period funded from IBRD/IDA sources (*Data Source: World Bank data system, July 2012*).

Status: **G** Disbursements in line with projections.

Disbursement ratio (%): Disbursed amount for lending operations as a ratio of undisbursed balance in a Fiscal Year (*Data Source: World Bank data system, July 2012*).

Status: **G** Performance standard: 20

Average time from approval to first disbursement (months): Number of months between approval to first disbursement for IBRD/IDA operations including investment lending (IL) and development policy lending (DPL) – all IL and DPL that have started disbursing are included (*Data Source: World Bank data system, March 2013*).

Status: **G** Improving trend, at a desirable level for investment operations.

Recipient executed trust fund disbursements (US\$ billion): Dollar value of payments to a recipient made from a recipient-executed trust fund, which is a type of fund where the Bank passes on the funds to a third party and for which it plays an operational role, i.e., the Bank normally appraises and supervises activities financed by these funds (*Data Source: World Bank data system, July 2012*).

Status: **G** Stable trend.

Projects with indicators capturing all aspects of development objective (%): All aspects of the development objectives are captured by relevant indicators in the results frameworks of IBRD/IDA IL operations (*Data Source: World Bank review– annual reviews, July 2012*).

Status: **Y** Performance standard: 100

Implementation Completion and Results Reports (ICR) reporting key results (%): Percentage of Implementation Completion Reports reporting any data related directly to the achievement of the Project Development Objective (output/outcome for IL; key results for DPO) (*Data Source: World Bank review based on FY10-FY12 ICRs, July 2012*).

Status: **G** Performance standard: 100

Bank operations with beneficiary feedback (%): Investment lending operations that provide support to develop or use community-based monitoring systems/processes, community scorecards, or citizen scorecards to improve social accountability (*Data Source: World Bank reviews, March 2013*).

Status: **G** Bank operations with beneficiary feedback have increased significantly.

Projects with gender-informed design (%): IBRD/IDA Investment Lending approvals with gender-informed design. Project is considered gender-informed if it addresses any of the following aspects: a) analysis and/or consultation on gender related issues; b) specific actions to address the distinct needs of women and girls, or men and boys, and/or positive impacts on gender gaps; and c) mechanisms to monitor gender impact to facilitate gender-disaggregated analysis (*Data Source: World Bank review, July 2012*).

Status: **Y** Performance standard: 55

CAS/CPS that draw on and discuss gender assessment findings (%): Percentage of Country Assistance Strategies and/or Country Partnership Strategies that analyze gender issues and propose subsequent actions in at least one sector or provides explanations as to why actions is not needed (*Source: World Bank Staff estimates based on reviews, July 2012*).

Status: **G** Performance standard at 100, based on OP4.20.

Data freely accessed by global users (million visits): Number of visits to the Bank data website (*Data Source: World Bank data system, February 2013*).

Status: **G** Number of visits under Open Data policy has increased significantly.

Publications including research cited in professional journals (number): Cumulative value since start date of database in question (the 3 databases have different start dates and different coverage) - Analysis presented in “The World Bank’s Publication Record”, Martin Ravallion and Adam Wagstaff, policy research working paper No. 5374, 2010 (*Data Source: SCOPUS since 1965, SSCI/WoS since 1982, and GS*).

Status: **G** Bank performance strong compared to referenced peer organizations.

Clients’ impression of contribution of Bank knowledge work (scale 1-10): Results from Country Survey for question: Overall, how significant a contribution do you believe the World Bank’s knowledge work and activities make to development results in your country on a ten point scale? (1-Not significant at all, 10-Very significant) (*Data Source: Country Survey Reviews FY12, February 2013*).

Status: **NA** Insufficient data to establish trend.

Use of country systems for procurement (% of aid disbursed for government sector): Aid flows that use partner country procurement systems which either (a) adhere to broadly accepted good practices or (b) have a reform program in place to achieve these (*Data Source: Paris Declaration survey*).

Status: **G** Performance standard: 55

Use of country systems for financial management (% of aid disbursed for government sector): Aid flows that use public financial management (PFM) systems in partner countries which either (a) adhere to broadly accepted good practices or (b) have a reform program in place to achieve these (*Data Source: Paris Declaration survey*).

Status: **G** Performance standard: 65

Use of country monitoring and evaluation systems (%): Investment lending operations that use existing country routine information system including surveys to report data (*Data Source: World Bank Staff estimates, annual reviews, July 2012*).

Status: **G** Increased use of country monitoring systems, including third-party monitoring.

Collaborative analytical and advisory activities (% of country analyses): Country analytic work (CAW), including diagnostic reviews that are joint. To be considered coordinated, analytical work must be undertaken jointly with another donor, undertaken by one donor on behalf of another or undertaken with substantive involvement from the government (*Data Source: Paris Declaration survey*).

Status: **Y** Performance standard: 66

TIER IV: ORGANIZATIONAL EFFECTIVENESS AND MODERNIZATION

Is the Bank managing skills, capacity, resources, and processes efficiently, and is business modernization on track?

Client services as % of total cost (%): Spending on client services from all funding sources (Bank Budget including reimbursables and Bank Executed Trust Funds) expressed as a share of total spending. Client services include all business activities that are either specific to client countries (e.g. preparation and supervision of projects and knowledge products & services) or global and sector-wide (e.g. knowledge management, sector strategy, research, and external partnership) (*Data Source: World Bank data system, July 2012*).

Status: **G** Positive trend while absorbing decentralization costs.

Client services in fragile and conflict-affected areas (%) (% of total cost): Spending on client services in Fragile and Conflict-affected Situations expressed as a share of total spending. Includes spending from all funding sources (Bank Budget including reimbursables and Bank Executed Trust Funds) (*Data Source: World Bank data system, July 2012*).

Status: **Y** Although spending has increased, it still requires management attention, with the operationalization of WDR 2011.

Lending commitments (IBRD/IDA) (US\$ billion): Dollar value of the sum approved by the Board to be extended to the client in loan, credit or grant terms from IBRD/IDA sources (*Data Source: World Bank data system, July 2012*).

Status: **G** Lending commitments responsive to client demand during and subsequent to crises in line with projections.

Financial intermediary funds commitments (US\$ billion): Financial Intermediary Fund Commitment represents a financial liability created on behalf of the FIF governing body based on its decision-making processes (*Data Source: World Bank data system, February 2013*).

Status: **NA** Status light is not applicable.

Recipient executed trust fund commitments (US\$ billion): Dollar value of the funds approved for a recipient-executed trust fund, which is a type of fund where the Bank passes on the funds to a third party and for which it plays an operational role, i.e., the Bank normally appraises and supervises activities financed by these funds (*Data Source: World Bank data system, February 2013*).

Status: **G** Significant increase in RETF commitments with major allocation to high priority clients.

Share of knowledge services funded by trust funds (%): Spending on core knowledge products funded by Bank Executed Trust Funds (BETF) expressed as a share of total spending on core knowledge products from all funding sources (Bank Budget including reimbursables and BETF). Core knowledge products include: (1) Knowledge for external clients (Economic & Sector work, Impact Evaluation, Non-lending TA and External Training), (2) Knowledge as a public good (Research Services, Global Monitoring and Data and WDR) and (3) Knowledge for internal use (Knowledge Management, and New Product Development) (*Data Source: World Bank staff estimates, July 2012*).

Status: **Y** Status signals close management attention to trust

fund reforms. Enabling the Bank to expand services to clients also has value to the donor community providing these funds.

Use of trust funds to support IBRD/IDA lending preparation and implementation support (%): Total cost of lending and supervision business processes for IBRD/IDA loans and credits that are funded by Bank Executed Trust Funds (BETF) expressed as a share of total cost of lending and supervision business processes for IBRD/IDA loans and credits from all funding sources (Bank Budget including reimbursables and BETF) (*Data Source: World Bank staff estimates, July 2012*).

Status: **Y** Status signals close management attention to trust fund reforms. Enabling the Bank to expand services to clients also has value to the donor community providing these funds.

Staff diversity (index): A weighted composite index made up of the 4 institutional diversity indicators (SSA/CR, GF/GG Women, Part II Managers, and Female Managers) measuring their aggregate difference from the target, which is 1. It is calculated by adding the ratio of each indicator to the target (1 if above target) with 0.4 factor for SSA/CR (to convey the relative difficulty historically of identifying qualified candidates) and 0.2 factor for the other three indicators (*Data Source: World Bank staff estimates, July 2012*).

Status: **Y** Performance standard: 1.00

Staff mobility (%): A measure of organizational agility and knowledge transfer. Equally weighted between staff change in location and staff change in PMU. Only for net open and term staff (*Data Source: World Bank staff estimates, July 2012*).

Status: **Y** Ongoing actions to improve staff rotation as part of modernization.

Staff engagement (%): An index calculated as the average percent of favorable responses to the four relevant questions in the Staff Survey (Questions 1, 4, 6, 29) (*Data Source: World Bank staff estimates, June 2011*).

Status: **Y** Staff satisfaction high in last staff survey. Will require continued monitoring.

Lending for program results (number): IBRD/IDA operations supporting programs using results-focused approaches (*Data Source: World Bank staff estimates, approved operations, February 2013*).

Status: **G** Large number of operations has been approved since the approval of the new Program-for-Results instrument.

IBRD/IDA results stories and briefs (number on web): Number of IBRD/IDA results stories and briefs available on the web (*Data Source: World Bank website, July 2012*).

Status: **G** Large increase in available information in short time.

Sectors/themes with core indicators for both IDA and IBRD (number): Number of sectors/themes with core indicators for both IDA and IBRD (*Data Source: World Bank data system, July 2012*).

Status: **G** Performance standard: 7

Openness: Access to Information requests with timely completion (%): Percent of public access requests that received comprehensive responses within 20 working days. Includes public access to information cases that were closed in the fiscal year. The Bank "endeavors to provide a more comprehensive response within 20 working days. Additional time may be needed in special circumstances, including, for example, those involving complex or voluminous requests, or requests requiring review by or consultations with internal Bank units, external parties, the Access to Information Committee, or the Board." (AI Policy at para. 25.) (Data Source: World Bank staff estimates, July 2012).

Status: **G** Effective oversight, governance, and procedures have enabled timely responses to date.

Sector Board Connectivity: Professional staff time spent on tasks in other Bank units (%): Cost of time spent by all professional staff (in grades GF to GI, excluding managers and ETCs) in operational units on tasks managed outside their unit as a percentage of total cost of time recorded by such staff, using all funding sources (Bank Budget including reimbursables and Bank Executed Trust Funds) (Data Source: World Bank staff estimates, July 2012).

Status: **R** Significantly below the performance standard 10.

Decentralization: Services for clients managed by staff based in client countries (%): Tasks managed by staff in the field (Data Source: World Bank system, July 2012).

Status: **Y** Moving in the right direction and management is seeking further shift of responsibilities to the field.

Projects with new risk framework with fast processing (%): Percentage of all projects with an ORAF approved in a fiscal year which processed fast (track 1, AF and ERL) (Data Source: World Bank system, July 2012).

Status: **Y** Includes new risk management approach.

Speed of preparation from Concept Note to Approval (months): Number of months between Concept Note review and Board approval for investment lending operations (Data Source: World Bank staff estimate, July 2012).

Status: **Y** Performance standard: 12 months

Average cost of preparing a lending project (average, US\$): The total accumulated cost from all funding sources (Bank Budget including reimbursables and Bank Executed Trust Funds) for

preparing IBRD/IDA projects delivered in each fiscal year divided by the number of projects delivered in the same year (Data Source: World Bank staff estimates, July 2012).

Status: **G** Faster and more cost effective delivery during crisis.

Average annual cost supporting project implementation (average, US\$): The total cost from all funding sources (Bank Budget including reimbursables and Bank Executed Trust Funds) for supervision of IBRD/IDA portfolio in a fiscal year divided by the number of projects in the portfolio in the same year (Data Source: World Bank staff estimates, July 2012).

Status: **G** Increase in line with increased attention to implementation support.

Budget flexibility at the start of the fiscal year (%): Total resources available for re-allocation at the start of the fiscal year expressed as a share of the net administrative budget for the same year. Includes amounts reserved in central contingency accounts and set-aside funds in addition to the +2% flexibility band (Data Source: World Bank staff estimates, February 2013).

Status: **R** Performance standard: 5

Support to agriculture and related sectors (average, US\$ billion per year): Includes lending commitments of IBRD/IDA and Special Financing only (Data Source: World Bank data system, July 2012).

Status: **Y** Current 3-year average marginally below the projection.

Support to sustainable infrastructure (average, US\$ billion per year): Lending commitments, including IBRD, IDA, GEF, Recipient Executed Trust Funds and Special Financing (Data Source: World Bank data system, July 2012).

Status: **G** PCD projections met in fiscal 2011 – see April 2012 Scorecard. Projection estimate is replaced with 'monitored'.

Support to health, nutrition and population (average, US\$ billion per year): Lending commitments of IBRD/IDA only (Data Source: World Bank data System, July 2012).

Status: **G** PCD projections met.

Support to education sector (average, US\$ billion per year): Lending commitments of IDA only (Data Source: World Bank data system, July 2012).

Status: **G** PCD projections met.



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