



DEVELOPMENT COMMITTEE
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on the
Transfer of Real Resources to Developing Countries)



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CORPORATE SCORECARD

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WORLD BANK CORPORATE SCORECARD SEPTEMBER 2012



Integrated Results and Performance Framework



THE WORLD BANK

What is the World Bank Corporate Scorecard?



The Corporate Scorecard provides information on the Bank's overall performance and results achieved by its clients against the backdrop of global development progress. The Scorecard facilitates dialogue between Management and the Board on progress made and areas that need attention. The four-tier Scorecard covers the full spectrum of IBRD and IDA activities.

In September 2011, the Bank released its first Corporate Scorecard. In April 2012, the Bank launched its interactive, web-based electronic version, giving online access to the Bank's shareholders and stakeholders. In the same year, the Bank's use of the Corporate Scorecard continued to expand rapidly: the Bank institutionalized the Scorecard by including key performance indicators 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 starting the current fiscal year, the Board and Management will discuss the Scorecard twice a year.

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 multisector 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. Organizational Effectiveness and Modernization, **Tier IV**, assesses how well the Bank is functioning and adapting to better support countries in achieving results. In addition, the Bank operates a comprehensive web-based results reporting system.

The Corporate Scorecard is a "living document" that will evolve and improve over time as our ability to report on results expands. The current indicators are aligned with the availability of data. Going forward, the Scorecard will improve the balance between the type and number of indicators. The Scorecard is updated twice a year. Management is consolidating Board and Management performance reporting to strategically align it to the Scorecard and increase its effectiveness. Most indicators in Tiers III and IV are updated on a quarterly basis and reported to the Board regularly. This year marks the first time the 2012 World Bank Annual Report showcases the Corporate Scorecard.

In addition, a web-based version of the Scorecard 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

RESULTS	TIER I Development Context <i>What is the development progress in Bank client countries as a group</i>	Growth, Jobs and Poverty Institutions and Governance Human Development and Gender Sustainable Development Finance, Private Sector Development, and Trade
	TIER II Country Results Supported by the Bank <i>How is the Bank supporting countries in achieving results?</i>	Institutions and Governance Human Development and Gender Sustainable Development Finance, Private Sector Development, and Trade
PERFORMANCE	TIER III Development Outcomes and Operational Effectiveness <i>Is the Bank managing the performance of its activities effectively to achieve results?</i>	Development Outcome Ratings (Y) Lending Operations (Y) Knowledge Activities (G) Use of Country Systems (G)
	TIER IV Organizational Effectiveness and Modernization <i>Is the Bank managing skills, capacity, resources, and processes efficiently; is business modernization on track?</i>	Resources and Alignment (G) Capacity and Skills (Y) Business Modernization (Y) Sector Actions Related to Post-Crisis Directions (G)

Legend for the Summary:

- (G) Majority of the indicators in the group show improvement or are on-track.
- (Y) No clear trend; while some indicators show improvement, others show decline or no change.
- (R) Majority of the indicators in the group show declines or are off-track.
- NA There is insufficient data or there are no trends for the indicators in the group.

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** 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 Tier I, color-coded traffic lights are not assigned since Tier I provides overall development context. Tier II presents country results achieved with Bank support showing the current status, but no ratings are assigned to the individual indicators since the results belong to countries. For Tiers III and IV, which assess performance, the color codes 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 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.

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

Where do the Scorecard data come from?



The World Bank engages in a variety of development activities. Some of these activities are not easily measured in the aggregate, while others, such as knowledge services and country engagement, are qualitative and do not lend themselves to quantitative measurement. The World Bank and others are working to develop better metrics for these activities. Most 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 Scorecard indicators include the following, by tier:

Tier I. The MDGs and other global data are collected and reported through World Development Indicators (WDI), 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 fiscal 2009, **standardized core sector indicators** were used in four sectors in IDA operations. These indicators were expanded to IBRD and large recipient executed trust funds (RETF). By the end of fiscal 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 Strategies and Bank operations (Tier III-A) come from independent evaluations by IEG. Bank portfolio performance indicators (Tier III-B) are captured in Bank systems, along with lending volume, disbursements, resources, trust funds, staffing, and diversity indicators. 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. For the Use of Country Systems indicators (Tier III-B), three Paris Survey indicators are used: 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 Scorecard.

Baseline and Current Values. Where available, both baseline and current values are provided. For some new indicators and indicators whose methodology were refined or more data became available (e.g., inclusion of IBRD/RETF) the baselines were re-established to reflect correct aggregates.

Data Aggregation. Considering that core sector indicators were introduced only in 2009, most pre-2009 data were not available by the year. Therefore, a simple average of past years (relevant to the indicator) was calculated, which is aggregated over three years to be consistent with three year IDA cycles. All results data are aggregated by the year of approval of Bank financed operations. Simple aggregation is used for the indicators where historic annual data are not available or are available for less than three years. The Bank will continue to review data aggregation methodology 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 Millennium Development Goals (MDGs), cannot be attributed directly to the Bank, as they reflect multisector interventions, actions, and policy decisions of countries and their development partners.

Growth and Poverty. Countries continued to make progress on development priorities, despite the slowdown of global growth to 3.8 percent in 2011. Average annual GDP per capita in developing countries reached \$2,080 (constant 2000 US\$) in 2011. For the first time, by 2010, every region of the world saw the percentage as well as the absolute number of extremely poor people in developing countries decline. The percentage of the world's population living on less than \$1.25 a day declined from 43 percent in 1990 to 22.7 percent in 2008, and the absolute number declined from 1.9 billion in 1990 to 1.29 billion in 2008. A preliminary survey-based estimate for 2010—based on a smaller sample than the global update—indicates that the global poverty rate at \$1.25 a day fell to less than half of its 1990 value by 2010. If these results are confirmed by follow-up studies, the first target of the MDG1—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 2008 food, fuel, and financial crises. The recent World Bank projections also suggest that the global extreme poverty rate is expected to fall below 16 percent by 2015.

Progress on the MDGs. The MDG7 target on sustainable access to safe drinking water was also met in 2010, as 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. The increase in access to improved water sources demonstrates what countries can achieve with sustained commitment, adequate resources, and effective implementation approaches. Like in poverty reduction, progress in meeting the water MDG has, however, been uneven, and large disparities remain across and within countries. Progress in providing access to drinking water to the poorest has been limited in Africa and more than three-quarters of people without access to drinking water live in rural areas. The danger of slippage against the MDG target is

real unless many countries improve their maintenance of existing assets to sustain services, which can be as important as building new infrastructure. On the other hand, progress on other MDGs has fallen short of the targets. In 2010, the maternal mortality ratio was 230 per 100,000 live births, the child mortality rate was 63 per 1,000 live births, and only 56.4 percent of the world's population had access to improved sanitation.

Progress in Other Areas. Improved transport and communications infrastructure have increased connectivity: about 51 percent of all roads were paved during 2005–09, and there were 73 mobile cellular phone subscriptions for every 100 people in developing countries in 2010. Combined with reductions in the number of days it takes to set up a business (which fell to an average of 36 days in 2011 from 50 in 2007), these improvements have helped reduce costs and logistic barriers to international and regional trade. Progress in other areas, especially employment, governance, and biodiversity remains mixed. Youth unemployment remains a chronic issue in several regions. Governance reforms have proved difficult to implement in many countries. Deforestation rates have declined, but there has been no increase in protected areas, and oceans are under increasing pressure, with an estimated 85 percent of fish stocks fully exploited or depleted, 40 percent of coral reefs destroyed or degraded, and 405 ocean zones identified as dead. Weaker global growth and volatile food prices may impede progress toward the MDGs in 2012. Slower than expected growth in key emerging economies or a larger and more protracted bank deleveraging in East Asia could further impede progress. In the shorter run, well-targeted safety nets and social protection programs could be useful in supporting the poorest.

Tier I has been further strengthened by introducing three new indicators: domestic credit to the private sector as a percentage of GDP, an index measuring country statistical capacity to monitor progress related to the 2011 Busan building blocks, and an indicator on women's economic empowerment and equality through measuring the gap between formal bank accounts held by men and women. The indicator on CO₂ emissions measured in metric tons per capita was replaced by kilogram per 2005 US\$ of GDP to cover the economic side of CO₂ emission.

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	22.7	2008	1	MDG1 Halve from the baseline of 42.3%, 1990
GDP per capita*	(constant 2000 US\$)	1,657	2006	2,080	2011	1 2	
Domestic credit to private sector	(% of GDP)	55.2	2005	74.7	2011	1 2	
Employment to population ratio (15+)	(%)	62.1	2005	61.2	2010	1 2	MDG1
Ratio of female to male labor force participation*	(%)	68.4	2006	67.5	2010	1 2	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)	2.89	2006/07	3.20	2010	4	
Public access to information	(scale: 0–100)	50.01	2007	56.94	2010/11	4	
Level of statistical capacity	(scale: 0–100)	66	2005	67	2011	4	
HUMAN DEVELOPMENT AND GENDER							
Under 5 mortality rate*	(per 1,000 live births)	70	2006	63	2010	1 5	MDG4 Reduce by 2/3 from the baseline of 100, 1990
Prevalence of HIV, female	(% ages 15–24)	0.8	2009	0.8	2009	1 5	MDG6 Halt by 2015 and begun to reverse
Maternal mortality ratio*	(per 100,000 live births)	290	2005	230	2010	1 5	MDG5 Reduce by 3/4 from the baseline of 440, 1990
Prevalence of underweight children*	(% children under 5yrs)	20.1	2005	17.7	2010	1 5	MDG1
Primary school completion rate*	(% of relevant age group)	85.1	2005	89.2	2010	1 2	MDG2 100% (baseline 69%, 1991)
Secondary school enrollment rate	(%)	60.7	2005	66.7	2010	1 2	
Gender parity index in primary and secondary education*	(%)	94.4	2005	96.9	2010	1 2	MDG3 100% (baseline 84% 1991)
SUSTAINABLE DEVELOPMENT							
Infrastructure							
Paved roads	(% of total roads)	31.6	1999–03	50.6	2005–09	1 2	
Access to an improved water source*	(% of population)	83.4	2005	86.4	2010	1 2	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	1 2	MDG7 Halve proportion of people w/o access (baseline 57% 1990)
Household electrification rate*	(% of households)	[56.3]	2004	[61.3]	2008	1 2	
Mobile cellular telephone subscriptions*	(per 100 people)	33	2006	73	2010	1 2	MDG8
Agriculture Productivity and Food Security							
Cereal yield	(kg per hectare)	2,894	2006	3,110	2010	1 2 5	
Agriculture value added per worker	(constant 2000 US\$)	685	2006	761	2010	1 2 5	
Climate Change and Environment							
CO ₂ emissions*	(kg per 2005 US\$ of GDP)	0.65	2005	0.6	2008	3	MDG7
Protected terrestrial areas	(% of total surface area)	12.0	2006	12.1	2010	1 3	MDG7
Average annual deforestation	(%)	0.3	1990–00	0.2	2000–10	1 3	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	1 2	
Trade logistics performance index: Overall*	(scale: 1=low, 5=high)	2.5	2007	2.6	2012	1 2 3	MDG8
Trade diversification						1 2 3	MDG8
• Product export diversification	(index: 0–1)	0.24	2005	0.21	2009		
• Market diversification	(index: 0–1)	0.23	2005	0.21	2009		
Time required for business start-up*	(days)	50	2007	36	2011	2	
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 & Prepare for Crisis.					
	MDG	Linkage to the Millennium Development Goals.					
DATA	[]	IDA only					
	+	Indicators used in proposed IDA16 Results Measurement System.					

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.

Most core sector indicators included in Tier II show improvement over their baseline values according to fiscal 2012 data analysis, which is partly due to the increased uptake of core sector indicators, better results reporting by project teams and strengthened data monitoring and quality assurance. However, much still need to be done to ensure results measurement and management.

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 effectively strengthened the performance of their public sector management systems with the Bank's support as relevant for achieving broader development outcomes. According to these measures, during fiscal 2010-12, with Bank support, 28 countries strengthened civil service and public administration systems, 57 countries strengthened public financial management systems, 27 countries strengthened tax policy and administration systems, and 11 countries strengthened procurement systems. In addition, in 2012, the Bank supported 85 countries on asset, liability and risk management, which included services and transactions to preserve or enhance the value of national financial assets and strengthen official sector asset managers' capacity to manage pools of national assets; strengthen sovereign and subsovereign government's debt and risk management capacity; and mitigate financial and other exogenous risks such as interest rate and currency risks, natural disasters, and food price volatility.

Support to Human Development and Gender

Education. Since 2000, the Bank's support for education has focused on increasing children's access to school and enabling girls to attend schools. In 2011, the Bank stepped up its focus on the development of quality education systems that result in improved learning outcomes for the entire population. 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, according to the data analysis done in fiscal 2012, an estimated 1.1 million teachers have been recruited or trained. The Bank, also, has supported learning assessments in 29 countries during 2008–2011 to measure the effectiveness of national education systems. In the next version of the Scorecard, a new indicator will measure the number of students who have benefitted from the Bank-supported national learning 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 shows that about 19.5 million people were provided with basic packages of health services, 128 million children were immunized, as well as about 50 million pregnant women were offered antenatal care in the last three years. To complement the third dimension of food security—nutrition—the Bank will introduce a new indicator reporting on the number of pregnant/lactating women, adolescent girls, and children under the age of five reached by basic nutrition services.

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	2 4
Countries with Bank supported programs on asset, liability and risk management	(number)	Output	64	FY10	85	FY12	2 4 5
Countries with strengthened Public Management Systems in:							
• Civil service and public administration	(number)	Outcome	28	FY12	28	FY12	2 4
• Tax policy and administration	(number)	Outcome	27	FY12	27	FY12	2 4
• Public financial management	(number)	Outcome	57	FY12	57	FY12	2 4
• Procurement	(number)	Outcome	11	FY12	11	FY12	2 4
• Transparency and access to information	(number)	Output	61	FY11	72	FY12	2 4
SUPPORT TO HUMAN DEVELOPMENT AND GENDER							
Teachers recruited and/or trained*	(millions)	Outcome	0.95	FY11	1.1	FY12	1 2
Countries with Bank-supported learning assessments	(number)	Output	25	FY10	29	FY11	1 2
People with access to a basic package of health services*	(millions)	Outcome	18.2	FY11	19.5	FY12	1 5
Children immunized*	(millions)	Outcome	78	FY11	128	FY12	1 5
Beneficiaries covered by social safety net programs	(millions)	Outcome	114.6	FY09	114.1	FY11	1 5
Gender							
Pregnant women receiving antenatal care*	(millions)	Outcome	17	FY11	50	FY12	1 5
Women and girls benefiting from social protection programs and other targeted schemes	(millions)	Outcome	78	FY12	78	FY12	1 2
SUPPORT TO SUSTAINABLE DEVELOPMENT							
Infrastructure							
Roads constructed or rehabilitated*	(kilometers)	Output	56,504	FY11	57,252	FY12	1 2
People provided with access to improved water sources*	(millions)	Outcome	39.6	FY12	39.6	FY12	1 2 5
People provided with access to improved sanitation*	(millions)	Outcome	3.1	FY12	3.1	FY12	1 2 5
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				1 2
Agriculture Productivity and Food Security							
Area provided with irrigation services	(hectares, millions)	Output	0.7	FY11	1.1	FY12	1 2 5
Farmers adopting improved agricultural technology	(number)	Outcome	531,868	FY12	531,868	FY12	1 2 5
Climate Change and Environment							
Emission reduction with support of special climate finance instruments	(annual, million tons CO ₂ equivalent)	Outcome	315	FY12	315	FY12	3 5
Countries supported on natural disaster management	(number)	Output	76	FY10	74	FY12	1 2 3 5
SUPPORT TO FINANCE, PRIVATE SECTOR DEVELOPMENT AND TRADE							
Active number of microfinance loan accounts	(millions)	Outcome	31	FY12	31	FY12	1 2 5
Countries that have applied trade-related diagnostic tools	(millions)	Outcome	15	FY12	15	FY12	1 2 3

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 & 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. The social protection activities are designed to help countries shield poor and vulnerable people from systemic shocks, reduce poverty and income insecurity, and provide economic opportunities, especially for women, young people, and children. In the wake of the lingering food, fuel, and financial crises, demand for Bank support from both middle and low-income countries jumped. Based on the 2012 review of the most recent project data, over the past 3 years, the average coverage has remained unchanged at about 114 million beneficiaries.

Gender. Over the past decade, the Bank's approach to gender has evolved from a focus on human development to a more holistic framework encompassing gender in all economic activities and sectors as well as a rights-based approach with more of a focus on equality. Bank's gender operations and analytic work focus on enhancing economic opportunity, jobs, social status, inclusion, voice, and leadership. An Independent Evaluation Group (IEG) assessment of Bank support for gender found that the Bank made progress in gender integration from 2002 to 2008, integrating gender concerns in more than half of the relevant projects. However, IEG also identified the need to establish a results framework and to restore a broader requirement for gender mainstreaming.

There has been accelerated progress on gender equality, but it has been uneven across the Bank. Changing norms associated with gender is a long-term proposition that requires addressing structural inequalities, cultural change, and norms and attitudes. To increase the focus on women's economic empowerment, a new indicator will be introduced in the Corporate Scorecard that will measure the percentage of women participating in Bank-supported labor market programs. The new indicator will also be useful for measuring the Bank's efforts to promote gender equality.

Support to Sustainable Development

Infrastructure. Bank support to infrastructure in the past five years vastly exceeded prior levels in response to the financial crisis and investment backlog in emerging and developing countries, which need infrastructure to boost growth, reduce poverty, and create jobs. The Bank's support 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, lowcarbon, inclusive growth, and cobenefits. 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 Bank's ongoing and recently closed projects, on average in the past 3 years, the Bank-supported projects constructed or rehabilitated 57,252 kilometers of roads (baseline adjusted with new data). Energy projects aided by the Bank resulted, on average in the past 3 years, in the construction or rehabilitation of 36,354 kilometers of transmission and distribution lines, and 5,040 megawatts of generation 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, irrigation and drainage systems, river basin management, and transboundary water programs. Based on the 2012 data review, 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 on average in the past 3 years.

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 ramped up its support to agriculture, focusing on raising agricultural productivity, reducing risk and vulnerability, improving nonfarm rural income, and strengthening the governance of natural resources use. According to the fiscal 2012 data analysis, the Bank has supported provision of irrigation services over 1.1 million hectare of arable lands and, through agriculture research and extension activities, helped 531,868 farmers adopt improved agricultural technologies over the past three years. Also, operations funded under the Global Food Crisis Response Program (GFRP) have reached an estimated 40 million people in 47 countries through food-for-work programs, school feeding programs, nutritional interventions, cash transfer programs, provision of agricultural inputs and so on. A new indicator (discussed above) to cover the nutritional dimension of food security will be included in the Corporate Scorecard in its next iteration.

Climate Change and the Environment. The Bank seeks to help the global community and countries increase 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. All of the Country Assistance/Country Partnership Strategies approved in 2011 and 2012 addressed climate change, and the Bank is supporting adaptation and 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 and other financing instruments. The Bank also supports market-based mechanisms for mitigation in 63 countries. Data on emission reduction with support of special climate financing instruments became available, showing about 315 metric-tones reduction in CO₂ equivalent in the previous fiscal year.

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. In the next update of the Corporate Scorecard, the current output indicator will be replaced with an outcome indicator that will measure a country's progress to meet standards set by the Hyogo Framework for Action (HFA), which is the first plan to explain, describe, and detail the work that is required from all different sectors and actors to reduce disaster losses. The HFA outlines five priorities for action, and offers guiding principles and practical means for achieving disaster resilience.

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-size enterprises; the development of payment and remittance systems, collateral registries, and credit bureaus; and the creation of supportive regulatory environments. During 2009-12, 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. The old output indicator on trade in the Scorecard has been replaced by the outcome indicator to measure progress in countries applying trade-related diagnostic tools. These tools allow for a comprehensive assessment of the constraints to competitiveness and trade facilitation. During 2011-12, the Bank has supported 15 countries in successfully applying trade-related diagnostic tools.

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 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 indicate that the share of operations that achieved their development objectives declined from 76.8 percent in 2008 to 70.5 percent in 2010—which is based on the partial review of 78 percent of the Implementation Completion and Results Reports (ICRs). On the other hand, operations in countries in fragile situations remain above the performance standard of 70 percent.

Furthermore, over fiscal 2009–12, the four-year rolling average of IEG's satisfactory outcome ratings for results-based Country Assistance/Country Partnership Strategies (CASs/CPSs) was 63 percent, an improvement from the fiscal 2010 baseline of 59 percent but still significantly below the targeted level 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. For countries in fragile and conflict-affected situations, the Bank is implementing the recommendations of the *World Development Report 2011: Conflict, Security, and Development* by introducing new procedures and approaches that align its engagement more closely with realities on the ground.

To improve outcomes, Bank management is currently revamping its quality assurance system to strengthen the quality processes governing Bank-financed operations, and thus help ensure that these operations can 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, and putting in place checks and balances for strategic and timely quality monitoring and reporting to Senior Management. Country-level client surveys, which are often carried out at the same time as Country Assistance Strategy/Country Partnership Strategy Completion Reports, measure clients' impressions of Bank effectiveness. They reveal a slight decline in perceived effectiveness, from 6.9 in 2008 to 6.7 in 2011, where 10 is the most favorable rating. Self-evaluations indicate that about 71 percent of the Bank's economic and sector work and nonlending technical assistance accomplished their objectives in 2011. Areas for improvement include greater strategic relevance and better dissemination of findings and recommendations.

Operational Effectiveness

Once revamping of Bank's quality assurance system completed, the reformed system will be rolled out over the current fiscal year with improved monitoring of its operational effectiveness. Implementation support to the countries is being given high priority because IEG evaluations indicate that projects with satisfactory ratings had high-quality implementation support.

A well articulated results framework linking project activities to results on the ground is a key design element

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	70.5	FY10	Monitored	Y
• IBRD countries	(% IEG rating)	76.5	FY08	70.5	FY10	80	R
• IDA countries	(% IEG rating)	77.0	FY08	70.0	FY10	75	Y
• Fragile situations (IBRD/IDA)*	(% IEG rating)	82.6	FY08	71.4	FY10	70	G
Analytic and advisory activities objectives accomplished*	(%)	72.0	FY08	71.0	FY11	80	Y
Clients' impression of Bank effectiveness	(scale: 1–10)	6.9	FY08	6.7	FY11	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\$ billion)	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	7.51	FY11	Monitored	G
Recipient executed trust fund disbursements	(US\$ billion)	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	22	FY11	Monitored	NA

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	6.8	2011	Monitored	G
Publications including research cited in professional journals	(number)	18,000	2010	18,000	2010	Monitored	G

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

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 & Prepare for Crisis.
DATA	*	List of countries designated as "fragile" 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.

for project success. Among projects approved in 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 2009.

In managing its portfolio performance, the Bank emphasizes implementation support and risk management. Overall portfolio performance in 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 affecting the 14.5 percent of projects rated as unsatisfactory are often resolved within a year. The Bank continues to focus on making its portfolio ratings more realistic. Among others, it is taking steps to ensure that staff pays 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 2008 to \$40.3 billion in 2010, which declined moderately in 2012 to a still robust \$30.8 billion. The disbursement ratio for investment lending projects, which disburse over a period of four to six years, declined from 21.3 percent in 2008 to 20 percent in 2012, on par with the Bank's performance standard of 20 percent. A sign that the Bank is more responsive to clients, the average time from approval to first disbursement fell to 7.5 months in 2011, from twelve months in 2008.

A new indicator to monitor integration of beneficiary feedback in Bank operations has been introduced. The recent analysis shows that of projects approved in fiscal 2011, about 22 percent engage beneficiaries in the design and/or implementation stages.

Gender Mainstreaming. Gender mainstreaming was an important focus 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 2011 and 2012, all Country Assistance/Country Partnership Strategies drew on and discussed the findings of a gender assessment, meeting the Corporate Scorecard target of 100 percent. Management continues to highlight the importance of integrating gender into the Bank's operations as a corporate priority. The institutional target for gender-informed operations (those that discuss gender issues in their contextual or sector analysis, and/or include gender considerations in their design, and/or monitor and evaluate

the operation's impact on gender) in the Corporate Scorecard is 55 percent. In fiscal 2012, 80 percent of Bank operations were gender-informed—a significant improvement since 2008.

About 78 percent of development policy operations were gender-informed compared to 47 percent in 2010 in at least one dimension. The methodology for assessing the extent to which operations are gender-informed was revised in 2012 to be consistent with the methodology used to rate CAS/CPS products.

Knowledge Activities

The Bank has made major advances in sharing knowledge and data more effectively with its clients. Under the Open Data Initiative, its data website received more than 6.8 million visits during 2011. 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 and searchable database of project locations for external audiences and is now making progress in mapping results supported by its operations. The Bank is increasingly conducting analytic and technical assistance services in collaboration with clients and partners. In 2011, 59 percent of its work was done collaboratively, a figure the Bank aims to continue raising closer to its performance standard of 66 percent.

Going forward, the Bank will introduce a new indicator to measure the degree by which clients perceive that the Bank has made a significant contribution through its knowledge and research to achieve development results in their respective countries. The indicator will be measured through Country Surveys in all Bank client countries in a cohort of around 30–40 per year, thus covering all clients in a period of three years. The first cohort of surveys has been completed and relevant data will be included in the next update of the Scorecard.

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. In 2012, 77 percent of IBRD/IDA projects used country monitoring and evaluation systems, and most also strengthened current sector capacity. The new Program for Results lending instrument, which disburses against results achieved rather than payment for inputs, provides an additional opportunity to expand the use of country systems at the sector and program level.

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. There is significant room for improvement, however, especially in low-income countries, on which the Bank will focus going forward.

TIER IV: ORGANIZATIONAL EFFECTIVENESS AND MODERNIZATION

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



The Bank continues to work to improve its organizational efficiency, 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. Working with a flat annual administrative budget in real terms since fiscal 2006, it has made continuous improvements in the way it allocates and uses its resources. The Bank significantly scaled up its response to the recent crises by doubling lending between 2008 and 2010; accelerating project preparation (from 17 months in 2008 to 14 months in 2012); and shifting resources to support project implementation, by increasing the average supervision budget from \$115,000 per project in 2008 to \$132,000 in 2012. The Bank is also rebuilding its budget flexibility, which was fully allocated to support the crisis response, in order to remain prepared for unexpected developments and demands in the future. These actions are aimed at increasing the value for money the Bank offers its clients and shareholders in supporting results on the ground.

Large Recipient-Executed Trust Funds, which provide additional finance to developing countries are now integrated into Country Assistance/Partnership Strategies and the Bank's portfolio management systems increased from \$2.9 billion in 2008 to \$3.9 billion in 2012. The use of Bank-Executed Trust Funds (funds provided by donors to the Bank) for the Bank's own knowledge work has increased, complementing the institution's own administrative budget and augmenting the services it delivers to clients. 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.

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 that staff allocates to activities outside their units or regions. In 2012, this share has been at 6.8 percent, well below the Bank's goal of 10 percent. New organizational models aimed at increasing this percentage of staff time spent working in other units or regions are being piloted. The staff diversity index rating rose from 0.85 in 2008 to 0.89 in 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.

The Bank opened two global hubs. The hub in Nairobi, Kenya, focuses on support to fragile and conflict-affected countries. The hub in Singapore provides expertise in areas such as public-private partnerships in infrastructure.

The Bank's next priorities are to further review its compensation and benefits package, revamp its performance and talent management systems, and increase the diversity of its staff, with the objectives, among others, to ensure it continues to attract highly qualified staff to support its clients, while reaching the target of gender parity throughout management. The Bank will also review its renewable-term appointments to ensure that they provide sufficient flexibility to meet changing business needs while allowing the institution to grow and invest in staff.

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

After the approval of the new Program for Results instrument in January 2012, the Board approved two operations, and management is aiming for about ten more operations in fiscal 2013. In the results measurement area,

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 G
Client services in fragile and conflict affected areas	(% of total cost)	4.9	FY08	5.9	FY12		Monitored Y
Lending commitments (IBRD/IDA)	(US\$ billion)	24.7	FY08	35.3	FY12		Monitored G
Financial intermediary funds commitments	(US\$ billion)	4.69	FY08	6.08	FY12		Monitored NA
Recipient executed trust fund commitments	(US\$ billion)	2.9	FY08	3.9	FY12		Monitored G
Share of knowledge services funded by trust funds	(%)	31.6	FY08	45.1	FY12		Monitored Y
Use of trust funds to support IBRD/IDA lending preparation and implementation support	(%)	10.3	FY08	14.9	FY12		Monitored Y
CAPACITY AND SKILLS							
Staff diversity	(index)	0.85	FY08	0.89	FY12		1.00 Y
Staff mobility	(%)	4.39	FY08	4.39	FY12		Monitored Y
Staff engagement	(%)	78	FY08	80	FY10		Monitored Y
BUSINESS MODERNIZATION							
Products and Services for Results							
Lending for program results	(number)	0	FY12-Q3	2	FY12-Q4	M	Monitored NA
IBRD/IDA results stories and briefs	(number on web)	131	2008	646	FY12		Monitored G
Sectors/themes with core indicators for both IDA and IBRD	(number)	0	FY09	24	FY12		7 G
Organization							
Openness: Access to Information requests with timely completion	(%)	78	FY11	78	FY12	M	Monitored G
Sector Board Connectivity: Professional staff time spent on tasks in other Bank units	(%)	7.5	FY08	6.8	FY12	M	10 R
Decentralization: Services for clients managed by staff based in client countries*	(%)	40.6	FY08	44.4	FY12	M	Monitored Y
Processes and Systems for Flexibility and Efficiency							
Projects with new risk framework with fast processing	(%)	45	FY11	38	FY12	M	Monitored Y
Speed of preparation from Concept Note to Approval*	(months)	17	FY08	14	FY12	M	12 months Y
Average cost of preparing a lending project*	(average, US\$)	359,000	FY08	357,000	FY12	M	Monitored G
Average annual cost supporting project implementation*	(average, US\$)	115,000	FY08	132,000	FY12	M	Monitored G
Budget flexibility at the start of the fiscal year	(%)	3.2	FY08	3.1	FY13		5 R
IV-B. Sector Actions Related to Post-Crisis Directions							
						PROJECTIONS	
Support to agriculture and related sectors (IBRD, IDA, SPF)	(average US\$ billion/year)	2.9	FY06-08	4.3	FY10-12	1 2 5	4.5–6.4 (2010–12) Y
Support to sustainable infrastructure (IBRD, IDA, GEF, RETF, SPF)	(average US\$ billion/year)	8.2	FY04-07	19.5	FY09-12	1 2 3	Monitored G
Support to health, nutrition, and population (IBRD, IDA)	(average US\$ billion/year)	1.5	FY04-07	2.4	FY11-12	1 4	2.0–3.0 (2011–12) G
Support to education sector (IDA)	(average US\$ billion/year)	1.0	FY95-09	1.7	FY10-12	1 2	1.1 (2010–15) G
PCD AND MODERNIZATION LINKAGES							
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 & Prepare for Crisis.						
M	Business Modernization						
+	Indicators used in proposed IDA16 Results Measurement System.						
YEAR	Represents the fiscal or calendar year when most recent 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.							
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.						

the Bank significantly expanded the number of sectors and themes for which it has Core Sector Indicators to measure results, covering 24 sectors and themes with the addition of 17 new. These indicators join the seven sectors that adopted core indicators in 2009. Data for these indicators are collected at the project level and reported as aggregates.

Building on the 2010 Access to Information Policy and Open Data Initiative, the Bank is working on new ways to convene and build knowledge with partners, including on global public goods. It created open platforms, such as the Jobs Knowledge Platform; sponsored crowd sourcing activities, such as the Water Hackathon; and scaled up South-South exchanges. The Open Development agenda seeks to democratize development information. The next frontier of this agenda is to more systematically crowd-source development solutions and enhance beneficiary feedback.

Under its modernization agenda, the Bank has also made significant progress in operationalizing identification of risks and constraints to results supported by Bank

projects. The new revamped quality assurance approach is being built on the nexus between results and risks. A recent review of a sample of about one-fourth of active project's Implementation Status and Results Reports (ISRs) found that there is statistically significant relationship between operational risk rating and the rating (satisfactory/unsatisfactory) of project's development outcomes and the implementation performance.

Support to Sector Actions Related to Post-Crisis Directions

During fiscal 2009-2012, the Bank met its lending commitment projections in key sectors to support post-crisis initiatives in Agriculture, Infrastructure, Health and Education sectors—averaging \$4.3 billion per year (including special financing) for Agriculture, \$2.4 billion per year for Health, and \$19.5 billion per year for Infrastructure sector. The Education sector's commitment for IDA remains on track with \$1.7 billion per year. Going forward, the Bank will continue to monitor investments in these sectors.

NEXT STEPS IN THE RESULTS AGENDA



The Corporate Scorecard is making the Bank more accountable to its shareholders and stakeholders. In fiscal year 2013, the Bank will focus on the following priorities:

- Moving the results agenda forward in three areas: expanding client and beneficiary feedback to improve the focus on project results and design; increasing the number of formal impact evaluations conducted at the project level to measure operational quality, efficiency, and effectiveness; and testing new long-term institutional development impact indicators.
- Rolling out a Quality Assurance system to strengthen the processes governing preparation and implementation of Bank-financed operations; the portfolio reporting mechanisms for early detection of problems; and improve learning loops. The new system is designed to provide support for operations to deliver their intended development results.
- Continuing preparing new Program-for-Results operations during the current fiscal year. The Bank will closely monitor progress and document lessons learned from the preparation and implementation of the initial operations.
- Working to align results measurement and management in the Trust Funds (TF) with IDA/IBRD operations. This is part of the overall TF reforms of the Bank, and when completed, the alignment will ensure that the results achieved through TF operations are better integrated into the Bank's results management system.
- Supporting client countries and international partnerships focused on 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. Starting in the current fiscal year, the Bank has transferred the chairmanship and secretariat of the African Community of Practice to the African Development Bank (an example of the Bank's incubation role in building partnerships to develop capacity to manage with a focus on development results and to expand and share development knowledge). The Bank will continue to support the international results agenda by chairing the Multilateral Development Bank Working Group on Results and engaging in the post-Busan agenda on Managing for Development Results.
- Improving metrics and measurement and developing new relevant results indicators.

DEFINITIONS OF THE WORLD BANK CORPORATE SCORECARD INDICATORS

TIER I: DEVELOPMENT CONTEXT

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 calculation using PovcalNet tool. Data are based on primary household survey data obtained from government statistical agencies and World Bank country departments – July 2012).

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 WDI, World Bank national accounts data, and OECD National Accounts data files – July 2012).

Domestic credit to private sector (% of GDP): New indicator. 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 – July 2012).

Employment to population ratio (15+, %): Proportion of a country's population that is employed. Ages 15 and older are generally considered the working-age population. Average, weighted by the population of age 15 and above (Data Source: World Bank staff estimates based on data from WDI, International Labour Organization, Key Indicators of the Labour Market database – July 2012).

Ratio of female to male labor force participation (%): Ratio of 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 is economically active: all people who supply labor for the production of goods and services during a specified period. Average, weighted by size of total labor force (Data Source: World Bank staff estimates based on data from WDI, International Labour Organization, Key Indicators of the Labour Market database – July 2012).

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 (Data Source: World Bank staff estimates from Bertelsmann Transformation Index – July 2012).

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? (Data Source: World Bank staff estimates from Freedom House data – July 2012).

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 (Data Source: World Bank staff estimates from Global Integrity data – July 2012).

Level of statistical capacity (on a scale from 0 to 100): New indicator. 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: Board on Statistical Capacity (BBSC) – July 2012).

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 births (Data Source: World Bank staff estimates from WDI, Level & Trends in Child Mortality Report 2010. Estimates Developed by the UN Inter-agency Group for Child Mortality Estimation (UNICEF, WHO, World Bank, UN DESA, UNDP – July 2012).

Prevalence of HIV, female (% of ages 15-24): Percentage of people who are infected with HIV. Youth rates are as a percentage of the relevant age group. Average, weighted by the female population of ages 15-24 (Data Source: World Bank staff estimates from WDI, UNAIDS and the WHO's Report on the Global AIDS Epidemic – July 2012).

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 on fertility, birth attendants, and HIV prevalence. Average, weighted by the number of live births (Data Source: Estimates Developed by WHO, UNICEF, UNFPA and the World Bank – July 2012).

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: WHO/UNICEF – July 2012*).

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 WDI, United Nations Educational, Scientific, and Cultural Organization (UNESCO) Institute for Statistics – July 2012*).

Secondary school enrollment rate (%): 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 WDI, United Nations Educational, Scientific, and Cultural Organization (UNESCO) Institute for Statistics – July 2012*).

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 WDI, United Nations Educational, Scientific, and Cultural Organization (UNESCO) Institute for Statistics – July 2012*).

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 WDI, International Road Federation, World Road Statistics and electronic files, except where noted – July 2012*).

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 from WDI, World Health Organization and United Nations Children's Fund, Joint Measurement Programme (<http://www.wssinfo.org/> – July 2012)*).

Access to 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 WDI: World Health Organization and United Nations Children's Fund, Joint Measurement Programme (<http://www.wssinfo.org/> – July 2012)*).

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 – July 2012*).

Mobile cellular telephone subscriptions (per 100 people): New indicator. 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 from WDI, International Telecommunication Union – July 2012*).

Cereal yield (kg per hectare): Measured as kilograms per hectare of harvested land, includes wheat, rice, maize, barley, oats, rye, millet, sorghum, buckwheat, and mixed grains. Production data on cereals relate 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. Averaged, weighted by land under cereal production (*Data Source: Food and Agriculture Organization, electronic files and web site – July 2012*).

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 national accounts and Food and Agriculture Organization, Production Yearbook and data – July 2012*).

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. CO₂ emissions measured in metric tons per capita increased from 2.8 to 3.1 between 2005 and 2008 (*Data Source: Carbon Dioxide Information Analysis Center, Environmental Sciences Division, Oak Ridge National Laboratory, Tennessee, United States and the World Bank National Account – July 2012*).

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 from WDI, United Nations Environmental Program and the World Conservation Monitoring Center – July 2012*).

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 WDI. Food and Agriculture Organization, electronic files and web site – July 2012*).

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: The Global Findex Database, the World Bank – July 2012*).

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. (*Arvis et al. (2012), Connecting to Compete 2012: Trade Logistics in the Global Economy – July 2012*).

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; Comtrade data is used through the WITS platform – June 2011*).

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, Doing Business project (<http://www.doingbusiness.org/> – February 2012)*).

TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

Countries with strengthened national statistical systems (number): New indicator. 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): New indicator. 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 strengthened Public Management Systems (number): New indicators. Number of countries in which a particular public sector 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*): **(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 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.

(c) 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. **(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. **(e) Number of countries with Bank-supported programs on transparency and access to information** (Data Source: World Bank staff estimates based on IBRD/IDA operations approved in FY06-FY12 – July 2012).

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 2008-2011 – July 2012).

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): 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 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 (MW): Mega watts of generation capacity of conventional generation and renewable energy 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 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).

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): New indicator. 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

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 – July 2012*).

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

Analytic and Advisory Activities (ESW/TA) 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 – July 2012*).

Status: **Y** Performance standard: 80

Clients' impression of Bank effectiveness (scale 1-10): Country Survey, average rating on a scale of 1-10, 10 being very favorable (*Data Source: World Bank Client Survey 2008, 2009, 2010 and 2011 – February 2012*).

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) (*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 – July 2012*).

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

Recipient executed trust fund disbursements (US\$ billion): Dollar value of payments made from a trust fund account to eligible recipients, not including transfers from one trust fund to another (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, July 2012).

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

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 2012).

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.

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

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 – July 2012*).

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

Recipient executed trust fund commitments (US\$ billion): Dollar value of the funds approved to be provided from a trust fund to an external recipient that in majority of cases carry no repayment obligation when utilized for the agreed activities (*Data Source: World Bank data system – July 2012*).

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 in a given quarter. 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 – July 2012*).

Status: **NA** *Insufficient number of operations to establish a trend.*

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 G1, 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 (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 – July 2012).

Status: **R** Performance standard: 5

SECTOR ACTIONS RELATED TO POST-CRISIS DIRECTIONS

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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