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on the  
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**WORLD BANK CORPORATE SCORECARD 2011**

Attached for the September 24, 2011, Development Committee meeting is a document entitled "World Bank Corporate Scorecard 2011," prepared by staff of the World Bank.

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# WORLD BANK CORPORATE SCORECARD 2011



## Integrated Results and Performance Framework



THE WORLD BANK

# What is the World Bank Corporate Scorecard?



The World Bank's mandate is to support countries in reducing poverty by targeting the poor and vulnerable, creating opportunities for growth, promoting global collective action, strengthening governance, managing risks, and preparing for crises in line with its Post-Crisis Directions. The Bank's approach is country driven: to achieve results, the Bank supports a country's programs, providing a combination of development finance, policy dialogue, and knowledge services tailored to each country's needs. The Bank manages itself and its activities to effectively and efficiently support countries to achieve results.

The Corporate Scorecard is designed to provide a snapshot of the Bank's overall performance, including its business modernization, in the context of development results. It facilitates strategic dialogue between Management and the Board on progress made and areas that need attention.

The World Bank has comprehensive systems—on which it continuously improves—for measuring and monitoring both development results and its own performance. These systems are complemented by independent evaluation. With the Results Measurement System, which was adopted for the 13th replenishment of the International Development Association (IDA13) in 2002, the Bank became the first multilateral development institution to use a framework with quantitative indicators to monitor results and performance. The Corporate Scorecard expands this approach to the entire World Bank covering both the International Bank for Reconstruction and Development (IBRD) and IDA.



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.





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, more outcome indicators will be included, and the indicators and data sets will be expanded in priority areas such as gender, institutions and governance, knowledge services, private sector development, and food security.

The Scorecard will be published annually, with all four tiers updated. 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 will be updated on a quarterly basis and reported to the Board regularly. In addition, Management is developing a web-based dashboard for the scorecard that will give users easy access to results information, such as results briefs, development indicators, and project results.

## Summary of the Corporate Scorecard

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

### Legend for the Summary:

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

For **Tier I**, color-coded traffic lights are not assigned since Tier I provides overall development context.

For **Tier II**, the Summary table presents overall ratings based on management assessment of progress of Bank-supported activities. Ratings are not assigned to individual indicators in the detailed table (p. 9) since these are driven by country demand.

# How are the indicators linked and tracked?



## How are the indicators linked to the Post-Crisis Directions, Modernization Agenda, IDA16 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 on page 3 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.** Increase from baseline, or for indicators with performance standards, achievement meets or exceeds performance standard.
- Y Watch.** No increase or decrease, or for indicators with performance standards, achievement is close to performance standard but does not meet performance standard.
- R Off-Track.** Decrease from baseline, or for indicators with performance standard, achievement is not close to performance standard.
- Not Applicable.** There is insufficient data to establish a trend, or there is no performance standard.

*The status rating for each Tier III and IV indicator can be found in the definitions (see pp. 17–19).*

# 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. For a few indicators, data collection has begun and these data will be included in future Scorecards.

The sources of data for the Scorecard indicators include the following, by tier:

**Tier I.** MDG 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 (disclosed), 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. Starting in fiscal year (FY) 2009, **standardized sector indicators** are used in four sectors in IDA operations. These indicators are included in the Scorecard. Going forward, the standard sector indicators will be expanded to other sectors, IBRD operations, and recipient-executed trust funds. Data also come from the Implementation Completion and Results Reports, 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), 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.

## TIER I: DEVELOPMENT CONTEXT

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



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, such as those monitored as part of the MDGs, cannot be attributed to the Bank, since 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. There is a time lag in data on global development results, so the Tier I indicators reported this year largely reflect precrisis status.

The recovery from the food, fuel, and financial crises is taking place in a volatile economic, social, and political context. Until the onset of the crises, developing countries as a whole experienced an extended period of economic growth, achieving significant progress in key development dimensions, including greater access to basic social and infrastructure services, and were on track to achieve several MDGs—for example, the global target of cutting extreme poverty by half by 2015 was within reach, in large part due to rapid growth in living standards in China and India.

Important gains were made in several areas. Average annual GDP per capita for developing countries reached US\$1,873 (constant 2000 dollars) in 2009. Gender parity in primary and secondary schools reached 96 percent in 2008; 79 countries have achieved gender parity and another 14 are on track to do so. There has been a turnaround in the trajectory of the AIDS epidemic, with fewer people newly infected and fewer people dying from AIDS-related illnesses. By 2008, 85 percent of the world's population had

access to safe drinking water. Connectivity has expanded through improved transport and communications infrastructure: 35 percent of all roads were paved by 2008, and 75 people out of every 100 had access to telephony in 2009. These improvements in transport and communications, combined with greater ease of business start-up (down to 40 days in 2010), have helped reduce cost and logistic barriers to international and regional trade.

However, these global trends mask significant variations between—and within—countries. The poorest population groups remain vulnerable, and only limited progress has been made in employment, governance, and biodiversity, as well as other priority areas. Maternal mortality remained high at 290 per 100,000 live births in 2008, and child mortality was still at 66 per 1,000 in 2009, both results falling significantly short of their MDG targets. Similarly, access to improved sanitation had reached only 54 percent of the population by 2008.

The recent crises have eroded some of the hard-won development gains. In 2010, it was estimated that 64 million more people were living on less than \$1.25 a day than would have been the case without the crises. No fragile or conflict-affected low-income country has yet achieved a single MDG, and by 2015, only 10 percent are expected to achieve the goal of halving poverty and hunger. Despite gains in cereal yields and increases in agriculture value-added, with the recent escalation in food prices and the increase in the number of conflict-affected states, the recovery from the global crises remains fragile. Nonetheless, countries that were on track to reach MDG targets including poverty reduction, are still on track, and the regional and global targets may still be attainable.

# TIER I: DEVELOPMENT CONTEXT

INDICATORS		BASELINE		CURRENT		LINKAGES		MDG TARGETS 1990-2015
		Value	Year	Value	Year	PCD	MDG	
<b>GROWTH, JOBS &amp; POVERTY</b>								
Population below US\$1.25 (PPP) a day*	(%)	30.8	2002	25.4	2005	<b>1</b>	<b>MDG1</b>	Halve from the baseline of 42.3%, 1990
GDP per capita*	(constant 2000 US\$)	1,659	2006	1,873	2009	<b>12</b>		
Employment to population ratio (15+)	(%)	61.5	2005	61.6	2008	<b>12</b>	<b>MDG1</b>	
Ratio of female to male labor force participation*	(%)	67.3	2006	67.5	2009	<b>12</b>	<b>MDG3</b>	
<b>INSTITUTIONS &amp; GOVERNANCE</b>								
State institutions with adequately established/differentiated power structure (Scale 0–10)		4.80	2006	4.80	2010	<b>4</b>		
Effective and accountable government	(Scale 0–7)	2.79	2006–07	3.12	2009	<b>4</b>		
Public access to information	(Scale 0–100)	50.01	2006–07	49.85	2008–09	<b>4</b>		
<b>HUMAN DEVELOPMENT &amp; GENDER</b>								
Under 5 mortality rate*	(per 1000)	72	2006	66	2009	<b>15</b>	<b>MDG4</b>	Reduce by 2/3 from the baseline of 100, 1990
Prevalence of HIV, female	(% ages 15–24)	0.85	2009	0.85	2009	<b>15</b>	<b>MDG6</b>	Halt by 2015 and begun to reverse
Maternal mortality ratio*	(per 100,000 live births)	320	2005	290	2008	<b>15</b>	<b>MDG5</b>	Reduce by 3/4 from the baseline of 440, 1990
Prevalence of underweight children*	(% children under 5yrs)	23.1	2005	21.9	2008	<b>15</b>	<b>MDG1</b>	
Primary school completion rate*	(% of relevant age group)	82.6	2005	86.2	2008	<b>12</b>	<b>MDG2</b>	100% (baseline 69%, 1991)
Secondary school enrollment rate	(%, gross)	60.6	2005	64.2	2008	<b>12</b>		
Gender parity index in primary and secondary education*	(%)	94.8	2005	96.3	2008	<b>12</b>	<b>MDG3</b>	100% (baseline 84% 1991)
<b>SUSTAINABLE DEVELOPMENT</b>								
<b>Infrastructure</b>								
Paved roads	(% of total roads)	31.6	1999–03	35.3*	2004–08	<b>12</b>		
Access to an improved water source*	(% of population)	82.7	2005	84.5	2008	<b>12</b>	<b>MDG7</b>	Halve proportion of people w/o access (baseline 28% 1990)
Access to an improved sanitation facility*	(% of population)	52.6	2005	54.2	2008	<b>12</b>	<b>MDG7</b>	Halve proportion of people w/o access (baseline 57% 1990)
Household electrification rate*	(% of households)	[55.1]	2004	[61.5]	2007	<b>12</b>		
Access to telephone service*	(per 100 people)	47	2006	75	2009	<b>12</b>	<b>MDG8</b>	
<b>Agriculture Productivity &amp; Food Security</b>								
Cereal yield	(kg per hectare)	2,888	2006	3,021	2009	<b>125</b>		
Agriculture value added per worker	(constant 2000 US\$)	689	2006	731	2009	<b>125</b>		
<b>Climate Change &amp; Environment</b>								
CO <sub>2</sub> emissions*	(metric tons per capita)	2.6	2004	3.0	2007	<b>3</b>	<b>MDG7</b>	
Protected terrestrial areas	(% of total surface area)	12.2	2006	12.2	2009	<b>13</b>	<b>MDG7</b>	
Average annual deforestation	(%)	0.3	1990–00	0.18	2000–10	<b>13</b>	<b>MDG7</b>	
<b>FINANCE, PRIVATE SECTOR DEVELOPMENT &amp; TRADE</b>								
Trade logistics performance index: Overall*	(Scale 1=low, 5=high)	2.4	2006	2.6	2009	<b>123</b>	<b>MDG8</b>	
Trade diversification						<b>123</b>	<b>MDG8</b>	
• Product export diversification	(Index: 0–1)	0.24	2005	0.21	2010			
• Market diversification	(Index: 0–1)	0.23	2005	0.21	2010			
Time required for business start-up*	(days)	49	2007	40	2010	<b>2</b>		
<b>LINKAGES</b>	<b>PCD</b>	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.						
	<b>1-5</b>							
	<b>MDG</b>	Linkage to MDGs.						
<b>DATA</b>	<b>[ ]</b>	IDA only	<b>{ }</b>	IBRD only				
	<b>♦</b>	Based on data covering less than 50% of countries in the group.						
	<b>+</b>	Indicators used in proposed IDA16 Results Measurement System.						
<b>CURRENT VALUE</b>		Data are updated annually.						

Note: Color-coded traffic lights are not assigned, since Tier I provides overall development context.

# RESULTS

## TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

*How is the Bank supporting countries in achieving results?*



Tier II includes aggregate data collected through the standardized sector indicators. The data show current results supported by on-going operations in countries. Results pertaining to human development, infrastructure, and access to services for the poor and the vulnerable, as well as for creating opportunities for growth are included. Results from completed operations are also captured.

An important aspect of the Bank's engagement with countries is its long-term support for the development and strengthening of country institutions. These institutions are critical to a country's effective use of development resources. Because institutional development is complex and requires long-term engagement, it can be hard to observe and measure progress, especially in an aggregate form across countries. Some cross-cutting examples of Bank support to institutions include: from 2006–10, IDA operations have supported procurement system reforms in 41 countries; strengthening of improved management of government budgets in 50 countries and public financial management systems in 24 countries; and greater access to government information in 34 countries.

Bank support has contributed to significant results in education and health, especially as these pertain to women and girls; in the sustainable development of infrastructure, agriculture, and an environment for growth and access; and in finance, private sector development, and trade.

Going forward, the Bank aims to develop and use more outcome indicators for results supported by the Bank. It will also seek to develop metrics and data for institutions, governance, knowledge services, gender, private sector development, and food security.

Because the Bank's business is driven by country demand, aggregate targets are not set for these results. Instead, the Scorecard monitors these results by comparing current values to baselines, giving a sense of progress over time and reflecting shifts in demand. Most indicator baselines were established in FY10 as aggregates of the last three years, and data are updated after the close of each fiscal year.

## TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

INDICATORS	TYPE	BASELINE		CURRENT		PCD LINKAGE
		Value	Year	Value	Year	
<b>INSTITUTIONS &amp; GOVERNANCE*</b>						
Countries with Bank supported programs						
• public expenditure and financial management (Number)	Output	[50]	FY10	[50]	FY10	2/4
• procurement (Number)	Output	[41]	FY10	[41]	FY10	2/4
• transparency and access to information (Number)	Output	[34]	FY10	[34]	FY10	2/4
<b>SUPPORT TO HUMAN DEVELOPMENT &amp; GENDER</b>						
Teachers recruited and/or trained* (Million)	Outcome	[0.9]	FY10	[0.9]	FY10	1/2
Countries with Bank-supported learning assessments (Number)	Output	25	FY10	25	FY10	1/2
People with access to a basic package of health services* (Million)	Outcome	[13]	FY10	[13]	FY10	1/5
Children immunized* (Million)	Outcome	[85]	FY10	[85]	FY10	1/5
Beneficiaries covered by social safety net programs (Million)	Outcome	191	FY09	191	FY09	1/5
<b>Gender</b>						
Pregnant women receiving antenatal care* (Million)	Outcome	[0.7]	FY10	[0.7]	FY10	1/5
Women and girls benefiting from social protection programs and other targeted schemes (Number)	Outcome	Data to be reported in 2012–13				1/2
<b>SUPPORT TO SUSTAINABLE DEVELOPMENT</b>						
<b>Infrastructure</b>						
Roads constructed or rehabilitated* (Kilometers)	Output	[32,000]	FY10	[32,000]	FY10	1/2
People provided with access to improved water sources* (Million)	Outcome	[31]	FY10	[31]	FY10	1/2/5
People provided with access to improved sanitation* (Million)	Outcome	[1.6]	FY10	[1.6]	FY10	1/2/5
Transmission & distribution lines constructed or rehabilitated (Kilometers)	Output	[11,400]	FY10	[11,400]	FY10	2
Generation capacity of conventional and renewable energy (MegaWatts)	Output	[1,380]	FY10	[1,380]	FY10	2
People provided with access to electricity (Million)	Outcome	Data to be reported in 2012				1/2
<b>Agriculture Productivity &amp; Food Security</b>						
Area provided with irrigation services (Million hectares)	Output	7.2	FY10	7.2	FY10	1/2/5
Farmers adopting improved agricultural technology (Number)	Outcome	Data to be reported in 2012–13				1/2/5
<b>Climate Change &amp; Environment</b>						
Amount of emission reduction	Outcome	Data to be reported in 2012				3/5
Countries supported on natural disaster management (Number)	Output	76	FY10	76	FY10	1/2/3/5
<b>SUPPORT TO FINANCE, PRIVATE SECTOR DEVELOPMENT &amp; TRADE</b>						
Active number of microfinance loan accounts (Million)	Outcome	37	FY10	37	FY10	1/2/5
Countries with Bank supported trade integration programs (Number)	Output	83	FY08	84	FY10	1/2/3
<b>LINKAGE</b>	<b>PCD 1–5</b>	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.				
<b>TYPE</b>		Output indicators will be replaced by outcome indicators as country-level data become available.				
<b>DATA</b>	[ ]	IDA only      { } IBRD only				
	▲	Indicators on the outcomes of support to governance and institutions are being developed.				
	+	Indicators used in proposed IDA16 Results Measurement System.				
<b>CURRENT VALUE</b>		Data are updated annually.				
Note: For Tier II, color-coded traffic lights are not assigned for individual indicators, since they represent country results achieved with Bank support and are demand driven. The Bank first started data aggregation using standardized sector indicators in FY10, therefore, the baseline and current values are currently the same for most indicators.						

## TIER III: DEVELOPMENT OUTCOMES AND OPERATIONAL EFFECTIVENESS

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



Tier III focuses on the effectiveness of Bank products and services in supporting development results. It also includes the aggregate ex-post evaluation ratings given by the Independent Evaluation Group (IEG) of the development outcomes of Bank-supported programs and country strategies, which signal the overall development effectiveness of these activities.

**Development Outcomes.** Overall, the success rate of completed Bank-supported operations remains stable: over 76 percent of operations completed in FY09 achieved their development objectives, although there is variation by country group. IEG satisfactory outcome ratings for results-based Country Assistance/ Partnership Strategies (CAS/CPS) are at 59 percent, below the expected level of 70 percent. The evaluation outcomes were influenced by first generation, results-based CAS/CPS programs and in many cases, in applying this new approach, the objectives set were unrealistic and beyond the scope of the program. This was particularly the case in CASs for fragile situations. Client surveys, often carried out at the same time as CAS/CPS Completion Reports, indicate a steady pattern of ratings. And self-evaluations of the Bank's economic and sector work and technical assistance show that about three-fourths fully or largely accomplish their objectives.

**Operational Effectiveness.** In the past two years the Bank has improved important aspects of its operational effectiveness to better support the achievement of development results. The quality of the design of Bank operations improved 7 percentage points, to 83 percent, between FY03–06 and FY05–08, giving operations a better chance of success. The results focus of Bank operations at the time of project approval is strong, enabling better monitoring and project management throughout the project cycle.

The Bank is sharing knowledge and data more effectively with its clients: the Open Data Initiative has facilitated better-informed development decisions, with more than 4.5 million people accessing the Bank's data since its release in April 2010. And 60 percent of analytic and technical assistance services are carried out collaboratively with clients and partners.

Gender mainstreaming has progressed, with the share of CAS/CPSs drawing on and discussing the findings of a gender assessment increasing by 17 percentage points in FY10 to 83 percent. In addition, 53 percent of recent operations now have gender-informed design. Management is continuing to implement its gender mainstreaming action plan in support of further improvements.

In managing portfolio performance, the Bank is emphasizing implementation support and managing risks. During the recent crises, the Bank shifted more resources to implementation support and will continue to monitor the level of resources. Overall, portfolio performance in FY11 remains similar to FY08, with 85 percent of active operations in satisfactory status. Management is focusing on making its portfolio ratings more realistic.

The use of country institutions and systems to carry out procurement, financial management, and monitoring and evaluation functions in Bank operations has grown. The Bank has already achieved original Paris Survey targets and has established higher targets for itself. However, there is still significant room for improvement requiring continued Bank support.

## TIER III: DEVELOPMENT OUTCOMES AND OPERATIONAL EFFECTIVENESS

INDICATORS		BASELINE		CURRENT		PCD LINKAGE	PERFORMANCE STANDARD	STATUS
		Value	Year	Value	Year			
<b>III-A: Development Outcome Ratings</b>								
Satisfactory CAS/CPS completion*	(% IEG rating)	59.0	FY10	59.0	FY10		70	<span style="color: red;">R</span>
Satisfactory (IBRD/IDA) operations outcomes at completion*	(% IEG rating)	76.8	FY08	76.1	FY09		Monitored	<span style="color: orange;">Y</span>
• IBRD countries	(% IEG rating)	76.5	FY08	78.1	FY09		80	<span style="color: orange;">Y</span>
• IDA countries	(% IEG rating)	77.0	FY08	73.9	FY09		75	<span style="color: orange;">Y</span>
• Fragile Situations (IBRD/IDA)*	(% IEG rating)	82.6	FY08	73.9	FY09		70	<span style="color: green;">G</span>
Analytic and advisory activities objectives accomplished*	(%)	72.0	FY08	73.0	FY10		80	<span style="color: orange;">Y</span>
Clients' impression of Bank effectiveness	(Scale 0–10)	6.9	2008	6.3	2009		7	<span style="color: orange;">Y</span>

### III-B: Operational Effectiveness

#### LENDING OPERATIONS

##### Ensuring Sound Quality & Portfolio Performance

Quality of design for investment operations*	(%)	76	FY09	83	FY11		90	<span style="color: orange;">Y</span>
Quality of implementation support for investment operations	(%)	83	FY09	79	FY11		90	<span style="color: orange;">Y</span>
Satisfactory implementation of active operations	(%)	88	FY08	85	FY10		Monitored	<span style="color: green;">G</span>
Gross disbursements	(US\$ billion)	19.6	FY08	40.3	FY10		Monitored	<span style="color: green;">G</span>
Disbursement ratio	(%)	21.3	FY08	21.5	FY11		20	<span style="color: green;">G</span>
Average time from approval to first disbursement	(Months)	12	FY08	8	FY10		Monitored	<span style="color: green;">G</span>
Recipient executed trust fund disbursements	(US\$ billion)	2.7	FY08	2.7	FY10		Monitored	<span style="color: green;">G</span>

##### Managing Operations for Results, Monitoring, and Evaluation

Projects with indicators capturing all aspects of development objective*	(%)	83	FY09	87	FY10		100	<span style="color: orange;">Y</span>
Implementation Completion and Results Reports reporting key results*	(%)	[93]	FY08	[92]	FY09		100	<span style="color: orange;">Y</span>

##### Gender Mainstreaming

Projects with gender-informed design*	(%)	38	FY08–09	53	FY10	<span style="color: green;">1</span> <span style="color: green;">2</span>	55	<span style="color: orange;">Y</span>
CAS/CPS that draw on and discuss gender assessment findings*	(%)	60	FY08	83	FY10	<span style="color: green;">1</span> <span style="color: green;">2</span>	100	<span style="color: orange;">Y</span>

#### KNOWLEDGE ACTIVITIES

Data freely accessed by global users	(Million visits)	1.3	2008	4.5	2011		Monitored	<span style="color: green;">G</span>
Publications including research cited in professional journals	(Number)	18,000	2010	18,000	2010		Monitored	<span style="color: green;">G</span>

#### USE OF COUNTRY SYSTEMS

Use of country systems for procurement (PD survey)*	(%)	40	2005	52	2008		55	<span style="color: orange;">Y</span>
Use of country systems for financial management (PD survey)*	(%)	42	2005	62	2008		65	<span style="color: orange;">Y</span>
Use of country monitoring and evaluation systems*	(%)	72	FY09	73	FY10		Monitored	<span style="color: green;">G</span>
Collaborative analytical and advisory Activities (PD survey)*	(%)	49	2005	59	2008		66	<span style="color: orange;">Y</span>

<b>LINKAGES</b>	<b>PCD 1–5</b>	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.						
<b>DATA</b>	[ ]	IDA only	{ }	IBRD only				
	*	List of countries designated as “fragile” changes every year.						
	+	Indicators used in proposed IDA16 Results Measurement System.						
<b>CURRENT VALUE</b>		Data are updated quarterly for internal reporting and annually for external audience.						
<b>PERFORMANCE STANDARDS</b>		Performance standards/targets are provided where available. Indicators are “monitored” where performance standard or target is not relevant. Blanks show that some standards are not developed.						

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## TIER IV: ORGANIZATIONAL EFFECTIVENESS AND MODERNIZATION

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



Tier IV captures the main dimensions of the Bank's organizational efficiency and the modernization agenda to become more responsive and accountable. Tier IV also selectively highlights commitments made under sector strategies and action plans that support the Post-Crisis Directions.

**Resources and Alignment.** The Bank has been steadily improving its organizational effectiveness. Operating within a flat budget environment since FY06, the Bank has made continuous improvements to allocate and use its resources more efficiently. At the same time, the Bank significantly scaled up its response to the recent crises by doubling lending, improving the speed of project preparation, and shifting resources to the provision of implementation support. The Bank is also rebuilding its institutional budget contingency, which was fully allocated to support the crisis response, to remain prepared for unexpected developments and demands in the future. These actions are aimed at increasing the "value for money" the Bank offers to its clients and shareholders in supporting results on the ground.

Large Recipient-Executed Trust Funds (RETF), which provide additional development finance to developing countries, are integrated into the Bank's portfolio management; further improvements in the integration of systems are now under way. The use of Bank-Executed Trust Funds (BETF) in the provision of knowledge services has increased, complementing the Bank's own administrative budget and augmenting the services it delivers to clients. To ensure an effective, strategic, results-focused, and sustainable

approach in the use of these trust funds, Management is implementing reforms to integrate them into its budget and business-planning processes.

**Capacity and Skills.** The Bank is working to better align the skills and capacity of its staff with its strategic priorities through the business modernization program. To best utilize its staff, including those in country offices, the Bank is aiming to increase staff time allocated to activities outside of their units; over the past three years, the share has been at 4 percent against the goal of 10 percent. In addition, staff diversity has increased, as has the share of women in management, although the latter has not yet reached the Bank's goal of gender parity in management.

**Business Modernization.** Two overarching aspects of business modernization are results and transparency. Through the business modernization program, the Bank aims to improve its ability to share knowledge and expertise effectively and to respond to countries with agility. Its focus is on products and services, organization, processes, and systems. Implementation has progressed across all initiatives and remains on schedule and will continue in FY12. An initial set of metrics is being finalized to monitor progress.

**PCD-Related Sectors.** The Bank's strategies and action plans in agriculture; infrastructure; health, nutrition, and population; and education had anticipated a scaling up of Bank support based on expected country demand. As of FY11, these expectations are largely being realized.

## 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 & ALIGNMENT

Client services as % of total cost	(% of total cost)	59.1	FY08	61	FY11		Monitored	<span style="color: green;">G</span>
Client services in fragile and conflict affected areas	(% of total client services)	4.7	FY08	5.7	FY11		Monitored	<span style="color: orange;">Y</span>
Lending commitments (IBRD/IDA)	(US\$ billion)	24.7	FY08	42.9	FY11		Monitored	<span style="color: green;">G</span>
Financial intermediary funds managed	(US\$ billion)	10.6	FY08	18.2	FY11		Monitored	<span style="color: green;">G</span>
Recipient executed trust fund commitments	(US\$ billion)	3.0	FY08	4.4	FY11		Monitored	<span style="color: green;">G</span>
Share of knowledge services funded by trust funds	(%)	31.6	FY08	43.0	FY11		Monitored	<span style="color: orange;">Y</span>
Use of trust funds to support IBRD/IDA lending preparation and implementation support	(%)	10.0	FY08	14.0	FY11		Monitored	<span style="color: orange;">Y</span>

#### CAPACITY & SKILLS

Staff diversity	(Index)	0.85	FY08	0.89	FY11		1.00	<span style="color: orange;">Y</span>
Staff mobility	(Index)	4.39	FY08	4.86	FY11		Monitored	<span style="color: orange;">Y</span>
Staff engagement	(%)	78	FY08	80	FY11		Monitored	<span style="color: orange;">Y</span>

#### BUSINESS MODERNIZATION

##### Products & Services for Results

Lending for program results	(Number)	Data to be reported starting 2012–13				<b>M</b>		<span style="color: gray;">○</span>
IBRD/IDA results stories and briefs	(Number on web)	131	2008	444	FY11		Monitored	<span style="color: green;">G</span>
Sectors with core indicators for both IDA and IBRD	(Number)	0	FY09	4	FY10		7	<span style="color: orange;">Y</span>

##### Organization

Openness: Access to Information requests with timely completion	(%)	69	FY11-Q1	71.0	FY11-Q3	<b>M</b>	Monitored	<span style="color: green;">G</span>
Connectivity: Staff time spent on tasks in other Bank units	(%)	4.1	FY08	3.7	FY11	<b>M</b>	10	<span style="color: red;">R</span>
Decentralization: Services for clients managed by staff based in client countries*	(%)	39.6	FY08	44.0	FY11	<b>M</b>	Monitored	<span style="color: orange;">Y</span>

##### Processes & Systems for flexibility & efficiency

Projects with new risk framework with fast processing	(%)	45	FY11	45	FY11	<b>M</b>	Monitored	<span style="color: orange;">Y</span>
Speed of preparation from Concept Note to Approval*	(Months)	16	FY08	15	FY11	<b>M</b>	12 months	<span style="color: orange;">Y</span>
Average cost of preparing a lending project*	(Average, US\$)	359,000	FY08	345,000	FY11	<b>M</b>	Monitored	<span style="color: green;">G</span>
Average annual cost supporting project implementation*	(Average, US\$)	109,000	FY08	115,000	FY11	<b>M</b>	Monitored	<span style="color: green;">G</span>
Budget flexibility at the start of the fiscal year	(%)	5.6	FY08	2.8	FY11		5	<span style="color: red;">R</span>

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

#### PROJECTIONS

Support to agriculture & related sectors	(Avg. US\$ billion/year)	2.9	2006–08	3.6	FY11	<b>125</b>	4.5–6.4 (2010–12)	<span style="color: orange;">Y</span>
Support to sustainable infrastructure	(US\$ billion)	32.9	2004–07	75.7	FY08–11	<b>123</b>	45–53 (2008–11)	<span style="color: green;">G</span>
Support to health, nutrition, and population	(Avg. US\$ billion/year)	1.45	FY04–07	2.9	FY11	<b>14</b>	2.0–3.0 (FY11–12 avg.)	<span style="color: green;">G</span>
Support to education sector (for IDA)	(Avg. US\$ billion/year)	1.0	FY95–09 avg.	1.1	FY11	<b>12</b>	1.1 (2010–15)	<span style="color: green;">G</span>

<b>PCD AND MODERNIZATION LINKAGES</b>	<b>1–5</b>	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.
	<b>M</b>	Business Modernization
<b>DATA</b>	<b>[ ]</b>	IDA only <b>{ }</b> IBRD only
	<b>+</b>	Indicators used in proposed IDA16 Results Measurement System.
<b>CURRENT VALUE</b>		Data are updated quarterly (internal) and annually (external).
<b>PERFORMANCE STANDARDS</b>		Performance standards and targets are provided where available. Indicators are “monitored” where performance standard or target is not relevant. Blank shows that some standards are not developed.
<b>PROJECTIONS</b>		Projections are based on current estimation of future client demands.

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# 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 purchasing power parity (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—June 2011*).

**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—June 2011*).

**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—June 2011*).

**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—June 2011*).

**State institutions with adequately established/differentiated power structure** (on a scale from 0 to 10): A composite indicator (Bertelsmann Transformation Index) that combines stateness and rule of law categories—about 8 indicators are 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, June 2011*).

**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? (4) Is the state engaged in issues reflecting the interests of women; ethnic, religious, and other distinct groups; and disabled people? (*Data Source: World Bank staff estimates from Freedom House data, June 2011*).

**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, June 2011*).

**Under 5 mortality ratio** (per 1,000): 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, UNPD—June 2011*).

**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—June 2011*).

**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 regression model using information on fertility, birth attendants, and HIV prevalence. Average, weighted by the number of births (*Data Source: World Bank staff estimates from WDI, Trends in Maternal Mortality: 1990–2008. Estimates Developed by WHO, UNICEF, UNFPA and the World Bank—June 2011*).

**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. The data are based on the WHO's new child growth standards released in 2006. Average, weighted by the population of ages 0–4. Based on gap-filled data and may differ from other sources. (*Data Source: World Bank staff estimates based on data from WDI, World Health Organization, Global Database on Child Growth and Malnutrition—June 2011*).

**Primary school completion rate** (%): Percentage of students completing the last year of primary school. It is calculated by taking the total number of students in the last grade of primary school, minus the number of repeaters in that grade, divided by the total number of children of official graduation age. Average, weighted by the number of official primary school graduation age children. Based on gap-filled data and may differ from other sources (*Data Source: World Bank staff estimates based on data from WDI, United Nations Educational, Scientific, and Cultural Organization (UNESCO) Institute for Statistics—June 2011*).

**Secondary school enrollment rate** (%): Gross enrollment ratio is the ratio of total enrollment, regardless of age, to the population of the age group that officially corresponds to the level of education shown. 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 primary and secondary school age. Based on gap-filled data and may differ from other sources (*Data Source: World Bank staff estimates based on data from WDI, United Nations Educational, Scientific, and Cultural Organization (UNESCO) Institute for Statistics—June 2011*).

**Gender parity index in primary and secondary education (%)**: Percentage of girls to boys enrolled at primary and secondary level in public and private schools. 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 WDI, United Nations Educational, Scientific, and Cultural Organization (UNESCO) Institute for Statistics—June 2011*).

**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 year period (*Data Source: World Bank staff estimates based on data from WDI, International Road Federation, World Road Statistics and electronic files, except where noted—June 2011*).

**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/>)—June 2011*).

**Access to improved sanitation** (% 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/>)—June 2011*).

**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—June 2011*).

**Access to telephone service** (fixed lines and mobile subscriptions per 100 people): Mobile and fixed-line subscribers are total telephone subscribers (fixed-line plus mobile). 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. Telephone lines are fixed telephone lines that connect a subscriber's terminal equipment to the public switched telephone network and that have a port on a telephone exchange. Integrated services digital network channels and fixed wireless subscribers are included. Average, weighted by the total population (*Data Source: World Bank staff estimates from WDI, International Telecommunication Union, World Telecommunication/ICT Development Report and database, and World Bank estimates—June 2011*).

**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: World Bank staff estimates from WDI; Food and Agriculture Organization, electronic files and web site—June 2011*).

**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 the economically active population in agriculture (*Data Source: World Bank staff estimates from WDI, derived from World Bank national accounts files and Food and Agriculture Organization, Production Yearbook and data files—June 2011*).

**CO<sub>2</sub> emissions** (metric tons per capita): 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. Average, weighted by the total population (*Data Source: Carbon Dioxide Information Analysis Center, Environmental Sciences Division, Oak Ridge National Laboratory, Tennessee, United States—June 2011*).

**Protected areas** (% of total terrestrial area): Terrestrial protected areas are those officially documented by national authorities. Average, weighted by land area (*Data Source: World Bank staff estimates from WDI, United Nations Environmental Program and the World Conservation Monitoring Centre, as compiled by the World Resources Institute, based on data from national authorities, national legislation and international agreements—June 2011*).

**Average annual deforestation** (% of total surface area): 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 website—June 2011*).

**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. Simple average (*Data Source: World Bank staff estimates from WDI: World Bank and*

Turku School of Economics, Logistic Performance Index Surveys. Data are available online at <http://www.worldbank.org/lpi>. Summary results are published in Arvis and others' *Connecting to Compete: Trade Logistics in the Global Economy, The Logistics Performance Index and Its Indicators report—June 2011*.

**Trade diversification** (Herfindhal index): 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 (*Data Source: World Bank staff estimates; Comtrade data is used through the WITS platform—June 2011*).

**Time required for business start-up** (average number of 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. Simple average (*Data Source: WDI: World Bank, Doing Business project (<http://www.doingbusiness.org/>—June 2011)*).

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## TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

**Countries with Bank supported programs** (number): Number of countries supported through IBRD/IDA operations on public expenditure and financial management; procurement, and transparency and access to information (*Data Source: World Bank staff estimates from operations approved in fiscal years 2006–2010, last 5 fiscal years—August 2010*).

**Teachers recruited and/or trained** (number, million): Number of additional teachers recruited and/or trained through the Bank-supported programs to reduce the shortfall of qualified teachers at primary level (*Data Source: World Bank staff estimates based on 2000–2010 data, last 3 years aggregate—August 2010*).

**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 2008–2010—August 2010*).

**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 2000–2010 data, last 3 years aggregate estimate—August 2010*).

**Children immunized** (number, million): Number of children under five 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 2000–2010 data, last 3 years aggregate estimate—August 2010*).

**Pregnant women receiving antenatal care during visit to a health provider** (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 based on 2000–2010 data, last 3 years aggregate estimate—August 2010*).

**Individual beneficiaries covered by social safety net programs** (number, million): Number of individual beneficiaries supported by social safety net programs through Bank-financed projects (*Data Source: World Bank staff estimates based on operations closed between FY05–09—August 2010*).

**Women and girls benefiting from social protection programs and other targeted schemes** (number, million). Data will be provided from FY12–FY13.

**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 2000–2010 data, last 3 years aggregate—August 2010*).

**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 2000–2010 data, last 3 years aggregate—August 2010*).

**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 2000–2010 data, last 3 years aggregate—August 2010*).

**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 2000–2010 data, last 3 years aggregate—August 2010*).

**Generation capacity of conventional and renewable energy constructed or rehabilitated** (MW): Megawatts of generation capacity of conventional and renewable energy constructed under Bank-supported programs (*Data Source: World Bank staff estimates based on operations closed between FY01–FY10, last 3 years aggregate—June 2011*).

**People provided with access to electricity** (number, million): Number of people provided with access to electricity under Bank-supported programs. Data will be provided from FY12.

**Area provided with new and/or improved irrigation service** (Hectares, million): Area provided with new and/or improved irrigation services under Bank-supported programs (*Data Source: World Bank staff estimates based on FY01–FY10 data, last 3 years aggregate—June 2011*).

**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 to be reported in FY12*).

**Amount of emission reduction generated with support of special climate finance instruments:** Amount of emission reduction generated with support of special climate finance instruments under Bank-supported programs (*data to be reported in FY12*).

**Countries supported on natural disaster management and response** (number, lending and AAA): Number of countries supported on natural disaster management and response under

Bank projects. (*Data Source: World Bank staff estimates based on operations closed between FY08–10, last 3 years aggregate—August 2010*).

**Active microfinance loan accounts** (number, million): Active microfinance loan accounts of financial institutions supported by the Bank (*Data Source: World Bank staff estimates based on 2009–2010 average—June 2011*).

**Countries with Bank supported trade integration programs** (number): Self-explanatory (*Data Source: World Bank data system—June 2011*).

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## 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—June 2011*).

Status: **R** Performance standard: 70

**Satisfactory operations outcomes at completion** (IEG ratings, %): Percentage of projects at Exit rated moderately satisfactory, 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—June 2011*).

Status: **Y** Overall improvement required, IBRD and IDA ratings are slightly below performance standards.

**Analytic and Advisory Activities objectives accomplished** Activity Completion Summaries, percentage of rating objectives fully or partially accomplished): Self-explanatory (*Data Source: World Bank data system—June 2011*).

Status: **Y** Performance standard: 80

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

Status: **Y** Performance standard: 7

**Quality of design for investment operations** (% moderately satisfactory or better): Percentage of projects in sample rated moderately satisfactory, satisfactory or highly satisfactory on quality of design (*Data Source: World Bank review of Quality Assessment of Lending Portfolio 2011*).

Status: **Y** Performance standard: 90

**Quality of implementation support for investment operations** (% moderately satisfactory or better): Percentage of projects in sample rated moderately satisfactory, satisfactory or highly satisfactory on quality of supervision (*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—June 2011*).

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

**Gross disbursements** (IBRD/IDA, 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—June 2011*).

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

**Disbursement Ratio** (%): Disbursed amount for investment lending operations as a ratio of undisbursed balance in a Fiscal Year (*Data Source: World Bank data system—June 2011*).

Status: **G** Performance standard: 20

**Average time from approval to first disbursement** (IBRD/IDA, 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—June 2011*).

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—June 2011*).

Status: **G** Stable trend.

**Projects with indicators capturing all aspects of development objectives (IL IBRD/IDA)** (%): Self-explanatory (*Data Source: World Bank Staff estimates—annual reviews, August 2010*).

Status: **Y** Performance standard: 100

**Implementation Completion and Results Reports (IDA) reporting** (%): 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 Staff estimates, annual reviews, August 2010*).

Status: **Y** Performance standard: 100

**Projects with gender-informed design** (%): Percentage of IBRD/IDA Investment Lending approvals with gender-informed design. The World Bank measures four dimensions of a gender-informed-design in a project including the extent a project has “analyzed” the gender related challenges; identified “actions”; provided financing for “empowerment”; and included

“monitoring and evaluation” (*Data Source: World Bank Staff estimates based on reviews, June 2011*).

Status: **Y** Performance standard: 55

**Proportion of CAS/CPS drawing on and discussing 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 (*Data Source: World Bank Staff estimates based on reviews, June 2011*).

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

**World Bank data freely accessed by global users** (million): Number of unique visitors to the Bank data website (*Data Source: World Bank data system—June 2011*).

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

**World Bank publications including research cited in professional journals** (number). Self-explanatory (*Data Source: SCOPUS since 1965, SSCI/WoS since 1982, and GS. 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*).

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

**Use of country systems for Procurement** (% of aid disbursed for government sector): Percentage of 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: **Y** Performance standard: 55

**Use of country systems for Financial Management** (% of aid disbursed for government sector): Percentage of 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: **Y** Performance standard: 65

**Use of country Monitoring and Evaluation systems (%)**: Indicator reports on the number of investment lending operations that use existing country routine information system including surveys to report data (*Data Source: World Bank Staff estimates, annual reviews, August 2010*).

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

**Collaborative Analytical and Advisory Activities** (% of country analyses): Percent of 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 (*Source: Paris Declaration survey*).

Status: **Y** Performance standard: 66

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## TIER IV: ORGANIZATIONAL EFFECTIVENESS AND MODERNIZATION

**Client services as % of total cost (%)**: The ratio of Client Services (which includes country and sector and global services) to total cost (Bank Budget including reimbursables or BB and Bank-Executed Trust Funds or BETF). Country Service costs include costs of business processes such as lending, supervision, AAA etc., while Sector and Global Services include costs of business processes such as sector strategy, knowledge management, external partnership, research, etc. (*Data Source: World Bank data system, June 2011*).

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

**Client services in fragile and conflict affected areas** (as % of total client services): Percentage of LEN, SPN and AAA costs spent on Fragile and Conflict-affected Countries as defined by OPCS as a percentage of LEN, SPN and AAA costs for all countries (BB+BETF) (*Data Source: World Bank staff estimates, June 2011*).

Status: **Y** Although resources were increased, this 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, June 2011*).

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

**Financial intermediary funds managed** (Volume, US\$ billion): Funds held in Trust for Financial Intermediary Funds represent cash and balance of Promissory Notes held at the end of the

reporting period. All non-USD balances (cash + PN) are reported in USD using exchange rates as on the last day of respective reporting periods (*Data Source: World Bank data system, June 2011*).

Status: **G** Bank serving as a fiduciary agent to its development partners resulted in significant increase in value.

**Recipient Executed Trust Fund commitments** (Volume, US\$ billion): Dollar value of the funds 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, June 2011*).

Status: **G** Significant increase in RETF commitments with major allocation to high priority clients (60% SSA & SAR and 39% to countries in FS).

**Share of knowledge services funded by trust funds (%)**: Ratio of core knowledge products associated with Bank Executed Trust Fund (BETFs) as a percentage of total core knowledge products (Bank Budget + BETF), where core knowledge includes: (1) Knowledge for 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, June 2011*).

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

**Use of trust funds to support IBRD/IDA lending preparation and implementation support (%)**: Total lending and supervision business process Bank Executed Trust Fund (BETF) costs for IBRD/IDA Loans and Credits product lines as a percentage of total Bank Budget and BETF costs for the same product lines (Data Source: World Bank staff estimates, June 2011).

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

**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, June 2011).

Status: **Y** Performance standard: 1.00

**Staff Mobility index**: 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 World Bank net open and term staff (Data Source: World Bank staff estimates, HR, June 2011).

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

**Staff Engagement index** (from staff survey, %): 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): Number of IBRD/IDA operations supporting programs using results-focused approaches. Data to be reported from FY12–13.

Status: **○**

**IBRD/IDA Results Stories and Briefs** (number available on the web): Number of IBRD/IDA Results Stories and Briefs available on the web (Data Source: World Bank staff estimates, April 2011).

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

**Sectors with core indicators for both IDA and IBRD** (number): Number of sectors with core indicators for both IDA and IBRD (Data Source: World Bank data system, June 2011).

Status: **Y** Performance standard: 7

**Openness: Access to Information requests completed in a timely manner (%)**: Self-explanatory (Data Source: World Bank staff estimates, June 2011).

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

**Connectivity: Staff time spent on tasks supporting other Bank units (%)**: Inter-VPU cross support. Time spent by all professional staff (in grades GE to GI, including managers, as well as ETCs in grades EC1 to EC4 in Regions and Networks) on tasks managed outside their VPU as a percentage of total time recorded by such staff (Data Source: World Bank staff estimates, June 2011).

Status: **R** Performance standard: 10

**Decentralization: Service for clients managed by staff based in client countries (%)**: Percentage of tasks managed by staff in the field (Data Source: World Bank staff estimates, June 2011).

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

**Projects using new risk framework with fast processing (%)**: Percentage of all projects with an Operational Risk Assessment Framework (ORAF) approved in FY11 processed fast (track 1, AF and ERL) (Data Source: World Bank staff estimates, June 2011).

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, June 2011).

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

**Average cost of preparing a lending project** (US\$): The total accumulated cost (Bank Budget and BETF) of lending (PE) projects delivered in each fiscal year divided by the number of projects delivered in that year (Data Source: World Bank staff estimates, CFR, June 2011).

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

**Average annual cost supporting project implementation** (US\$): The total annual cost (Bank Budget and BETF) of supervision of the lending (PE) portfolio divided by the number of projects in the portfolio in that year (Data Source: World Bank staff estimates, June 2011).

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

**Budget flexibility at the start of the fiscal year (%)**: Total resources less earmarked expenditure (unallocated funds) as a percentage of net admin budget, where total resources equal the sum of net admin budget, adjustments, 2% flexibility band and reimbursables, while earmarked expenditures include unit budgets, centrally managed overheads, development market place, business continuity, and real estate (Data Source: World Bank staff estimates, June 2011).

Status: **R** Performance standard: 5

## PCD-RELATED SECTOR ACTIONS

**Support to agriculture & related sectors** (Average US\$ billion per year). Includes: lending commitments of FY11, IBRD/IDA and Special Financing only (Data Source: World Bank data system, July 2011).

**Support to sustainable infrastructure** (US\$ billion): Lending commitments of last 4 years (FY08–FY11), including IBRD, IDA, Trust Funds, and Special finance (Data Source: World Bank data system, July 2011 and Sustainable Infrastructure Action Plan FY2009-2011. World Bank Group, July 2008).

**Support to Health, Nutrition and Population** (Average US\$ billion per year): Lending commitments of FY11, IBRD/IDA only (Data Source: World Bank data System, July 2011).

**Support to education sector to help meet the MDGs** (Average US\$ billion per year): Lending commitments of FY11, IDA only (Data Source: World Bank data system, July 2011).



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