

Results	Alignment		Risks		Efficiency					Funds Effectiveness
A1 Development Objective	B1 Coordination	B2 M&E	C 1 Number of flags	C2 Project at risk	D.1 Implementation Progress	D2 Disburse-ments lags	D3 Procurement	D4 Financial Management	D5 Achievement of recommended actions	E1 Project scorecard
Information derived from implementation status report (ISR)/TTL entered. Progress toward achievement of development objectives, as stated in the Project Appraisal Document (from the PAD Data Sheet). Progress Toward achievement of PDO: The PDO rating is forward-looking, in that it assesses the likelihood that the PDO will be achieved.	The Project Management rating focuses on: a. The extent to which appropriate institutional arrangements are in place for project implementation b. The extent to which persons with the necessary qualifications, skills, and authority are in place to perform the needed project management functions c. The extent to which the overall project is being properly managed If inadequacies in any of these areas are jeopardizing the timely or efficient achievement of any of the project's major outputs, then the Project Management rating should be MU, U, or HU.	Monitoring and Evaluation rating is based on the ISR and measures the extent to which: a. An appropriate M&E system is in place per the project design (see PAD) b. The capacity to implement the M&E system is in place c. The M&E system is being used effectively	Total number of risk flags raised per project in the WB internal system. Risk flags include: country record, country environment, disbursement delays, effectiveness delays, counterpart funding, financial management, M&E, procurement problems, safeguards. Green if no flags. Yellow if one or two flags. Red if three or more flags.	Based on ISR ratings including number of risk flags and development objective and implementation progress. Green if not at risk. Yellow if potential risk project. Red if problem project.	Whether implementation progress is rated HS, S, MS, MU, U. Taken from "Overall Implementation Progress (IP)" from the Bank's rating (ISR). Rate the overall implementation of the project based on: a. The progress of the individual project components b. The five specific implementation ratings (project management, financial management, counterpart funding, procurement, and monitoring & evaluation) c. Rate of actual disbursements compared with estimates d. Compliance with audits e. Compliance with applicable safeguards f. Compliance with critical legal covenants If unsatisfactory performance of one or more of these six factors is jeopardizing the timely or efficient achievement of any of the project's major outputs, then the IP rating should	At the time of the updated Bank rating, the difference in months between the amount actually disbursed and the date at which that amount was to have been disbursed according to the disbursement estimate. Green if under 10 months. Yellow if between 10 and 20 months. Red if more than 20 months.	The procurement rating is based on the ISR which reflects the quality of the procurement process.	The financial management rating is based on the ISR which reflects the quality of the financial management process and timeliness of submission of financial reports.	Extent that recommended CPPR actions have been addressed.	Overall project effectiveness. Red if 3 or more red cells. If equal number of green and yellow, then project is yellow. If more green than yellow, then project is green, except when there is more than one red cell. If only 1-2 cells are green, then overall effectiveness is red irrespective of the number of yellow and red cells.