

## ANNEX A. CAS PRODUCTS FY06-09

#	FY	Quarter	Region	Country	Group	Board Discussion	Product Type	Joint with IFC	Joint with MIGA
1	2006	Q1	ECA	Ukraine	IBRD	7/5/05	CAS PR	Y	
2	2006	Q1	EAP	Timor-Leste	IDA	7/19/05	CAS		
3	2006	Q1	ECA	Tajikistan	IDA	7/26/05	CAS	Y	
4	2006	Q1	LCR	Nicaragua	IBRD	8/4/05	Other	Y	
5	2006	Q1	MNA	Algeria	IBRD	8/30/05	CAS PR	Y	
6	2006	Q1	LCR	OECS Countries	IDA	9/13/05	CAS	Y	
7	2006	Q1	ECA	Georgia	IDA	9/15/05	CAS	Y	
8	2006	Q1	MNA	Iraq	IDA	9/15/05	Other	Y	
9	2006	Q1	LCR	Colombia	IBRD	9/30/05	CAS PR	Y	
10	2006	Q2	LCR	Panama	IBRD	10/4/05	Other		
11	2006	Q2	SAR	Bhutan	IDA	11/1/05	CAS	Y	
12	2006	Q2	ECA	Turkey	IBRD	11/30/05	CAS	Y	
13	2006	Q2	MNA	Lebanon	IBRD	12/15/05	CAS		
14	2006	Q2	SAR	Sri Lanka	IDA	12/15/05	CAS PR	Y	
15	2006	Q3	ECA	Albania	BLEND	1/10/06	CAS	Y	
16	2006	Q3	AFR	Uganda	IDA	1/17/06	CAS	Y	Y
17	2006	Q3	AFR	Mozambique	IDA	3/21/06	CAS PR	Y	Y
18	2006	Q3	SAR	Bangladesh	IDA	3/29/06	CAS	Y	
19	2006	Q3	ECA	Kosovo	IDA	3/29/06	Other		
20	2006	Q4	AFR	Lesotho	IDA	4/27/06	CAS		
21	2006	Q4	MNA	Jordan	IBRD	5/4/06	CAS	Y	
22	2006	Q4	EAP	China	IBRD	5/23/06	CAS	Y	Y
23	2006	Q4	SAR	Afghanistan	IDA	5/25/06	Other		
24	2006	Q4	AFR	Ethiopia	IDA	5/25/06	Other		
25	2006	Q4	SAR	Pakistan	BLEND	6/1/06	CAS	Y	
26	2006	Q4	LCR	Argentina	IBRD	6/6/06	CAS	Y	
27	2006	Q4	LCR	Brazil	IBRD	6/6/06	CAS PR	Y	
28	2006	Q4	ECA	Bulgaria	IBRD	6/13/06	CAS	Y	
29	2006	Q4	ECA	Romania	IBRD	6/13/06	CAS	Y	
30	2006	Q4	MNA	Yemen, Republic of	IDA	6/15/06	CAS		
31	2006	Q4	AFR	Ghana	IDA	6/15/06	CAS PR	Y	
32	2007	Q1	ECA	Uzbekistan	BLEND	7/27/06	Other	Y	
33	2007	Q1	AFR	Rwanda	IDA	9/7/06	Other		
34	2007	Q2	EAP	Indonesia	BLEND	10/5/06	CAS PR	Y	Y
35	2007	Q2	ECA	Moldova	IDA	10/19/06	CAS PR		
36	2007	Q2	AFR	Mauritius	IBRD	11/2/06	CAS		
37	2007	Q2	LCR	Honduras	IBRD	11/7/06	CAS		
38	2007	Q2	LCR	Bolivia	BLEND	11/21/06	Other	Y	
39	2007	Q2	LCR	Costa Rica	IBRD	11/30/06	CAS PR		
40	2007	Q2	ECA	Azerbaijan	BLEND	12/7/06	CAS	Y	
41	2007	Q2	AFR	Cameroon	IDA	12/7/06	Other	Y	
42	2007	Q2	ECA	Russian Federation	IBRD	12/14/06	CAS	Y	Y
43	2007	Q2	LCR	Peru	IBRD	12/19/06	CAS	Y	
44	2007	Q2	AFR	Comoros	IDA	12/21/06	Other		
45	2007	Q3	AFR	Central African Republic	IDA	1/18/07	Other		
46	2007	Q3	LCR	Haiti	IDA	1/30/07	Other		

#	FY	Quarter	Region	Country	Group	Board Discussion	Product Type	Joint with IFC	Joint with MIGA
47	2007	Q3	EAP	Vietnam	IDA	2/1/07	CAS	Y	Y
48	2007	Q3	LCR	Mexico	IBRD	2/6/07	CAS PR	Y	
49	2007	Q3	AFR	Malawi	IDA	2/13/07	CAS		
50	2007	Q3	SAR	Nepal	IDA	2/22/07	Other		
51	2007	Q3	ECA	Armenia	IDA	3/8/07	CAS PR		
52	2007	Q3	LCR	Guatemala	IBRD	3/15/07	CAS PR		
53	2007	Q3	ECA	Macedonia, FYR	IBRD	3/27/07	CAS	Y	
54	2007	Q3	AFR	Kenya	IDA	3/27/07	CAS PR	Y	Y
55	2007	Q4	AFR	Madagascar	IDA	4/3/07	CAS	Y	
56	2007	Q4	AFR	Tanzania	IDA	4/24/07	CAS	Y	Y
57	2007	Q4	AFR	Angola	IDA	5/22/07	Other		
58	2007	Q4	AFR	Namibia	IBRD	5/24/07	Other		
59	2007	Q4	AFR	Mozambique	IDA	5/30/07	CAS	Y	Y
60	2007	Q4	ECA	Croatia	IBRD	5/30/07	CAS PR	Y	
61	2007	Q4	AFR	Zimbabwe	BLEND	5/30/07	Other		
62	2007	Q4	EAP	Lao PDR	IDA	5/31/07	CAS PR		
63	2007	Q4	ECA	Montenegro	IBRD	6/12/07	CAS	Y	
64	2007	Q4	SAR	India	BLEND	6/12/07	CAS PR	Y	
65	2007	Q4	LCR	Chile	IBRD	6/14/07	CAS	Y	
66	2007	Q4	AFR	Liberia	IDA	6/14/07	Other		
67	2007	Q4	ECA	Kyrgyz Republic	IDA	6/19/07	CAS	Y	Y
68	2007	Q4	AFR	Senegal	IDA	6/20/07	CAS	Y	
69	2007	Q4	AFR	Ghana	IDA	6/21/07	CAS		
70	2008	Q1	AFR	Burkina Faso	IDA	7/5/07	CAS PR		
71	2008	Q1	AFR	Mauritania	IDA	7/17/07	CAS		
72	2008	Q1	ECA	Tajikistan	IDA	7/19/07	CAS PR	Y	
73	2008	Q1	LCR	Jamaica	IBRD	7/20/07	CAS PR		
74	2008	Q1	AFR	Somalia	IDA	7/26/07	Other	Y	
75	2008	Q1	AFR	Congo, Republic of	IDA	7/31/07	Other		
76	2008	Q1	EAP	Philippines	IBRD	8/2/07	CAS PR	Y	
77	2008	Q1	MNA	Lebanon	IBRD	8/2/07	Other		
78	2008	Q1	LCR	Dominican Republic	IBRD	8/6/07	CAS PR	Y	
79	2008	Q1	MNA	Tunisia	IBRD	9/21/07	CAS PR		
80	2008	Q2	LCR	Nicaragua	IBRD	10/11/07	CAS	Y	
81	2008	Q2	LCR	Panama	IBRD	10/30/07	CAS	Y	
82	2008	Q2	ECA	Belarus	IBRD	12/4/07	CAS	Y	
83	2008	Q2	ECA	Ukraine	IBRD	12/6/07	CAS	Y	
84	2008	Q2	ECA	Bosnia and Herzegovina	BLEND	12/13/07	CAS	Y	Y
85	2008	Q2	ECA	Serbia	BLEND	12/13/07	CAS	Y	Y
86	2008	Q2	ECA	Kosovo	IDA	12/13/07	Other		
87	2008	Q2	EAP	Papua New Guinea	BLEND	12/18/07	CAS		
88	2008	Q2	AFR	Congo, Dem Republic of	IDA	12/18/07	CAS		
89	2008	Q2	MNA	Morocco	IBRD	12/20/07	CAS PR		
90	2008	Q3	SAR	Maldives	IDA	1/8/08	CAS		
91	2008	Q3	AFR	South Africa	IBRD	1/15/08	CAS	Y	Y
92	2008	Q3	AFR	Gabon	IBRD	1/17/08	CAS PR		
93	2008	Q3	AFR	Mali	IDA	2/5/08	CAS		
94	2008	Q3	AFR	Gambia, The	IDA	2/26/08	CAS		

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95	2008	Q3	ECA	Turkey	IBRD	2/28/08	CAS	Y	Y
96	2008	Q3	LCR	El Salvador	IBRD	2/29/08	CAS PR	Y	
97	2008	Q3	AFR	Swaziland	IBRD	3/25/08	Other		
98	2008	Q4	LCR	Uruguay	IBRD	4/1/08	CAS PR		
99	2008	Q4	AFR	Cote d'Ivoire	IDA	4/1/08	Other		
100	2008	Q4	AFR	Nigeria	IDA	4/4/08	CAS PR	Y	Y
101	2008	Q4	LCR	Mexico	IBRD	4/8/08	CAS	Y	
102	2008	Q4	LCR	Colombia	IBRD	4/8/08	CAS		
103	2008	Q4	AFR	Sudan	IDA	4/17/08	Other		
104	2008	Q4	AFR	Ethiopia	IDA	4/29/08	CAS		
105	2008	Q4	LCR	Brazil	IBRD	5/1/08	CAS	Y	
106	2008	Q4	ECA	Azerbaijan	BLEND	5/13/08	CAS PR	Y	
107	2008	Q4	AFR	Zambia	IDA	5/20/08	CAS		
108	2008	Q4	EAP	Cambodia	IDA	5/20/08	CAS PR		
109	2008	Q4	AFR	Niger	IDA	5/29/08	CAS		
110	2008	Q4	ECA	Kazakhstan	IBRD	5/29/08	CAS PR	Y	
111	2008	Q4	AFR	Togo	IDA	5/29/08	Other		
112	2008	Q4	ECA	Albania	BLEND	5/30/08	CAS PR	Y	
113	2008	Q4	ECA	Georgia	BLEND	6/2/08	CAS PR	Y	
114	2008	Q4	SAR	Sri Lanka	IDA	6/5/08	CAS	Y	
115	2008	Q4	LCR	Honduras	IBRD	6/9/08	CAS PR		
116	2008	Q4	ECA	Uzbekistan	BLEND	6/12/08	CAS	Y	
117	2008	Q4	AFR	Eritrea	IDA	6/19/08	Other	Y	Y
118	2008	Q4	LCR	OECS Countries	IDA	6/30/08	CAS PR	Y	
119	2009	Q1	MNA	Egypt, Arab Republic of	IBRD	7/17/08	CAS PR		
120	2009	Q1	AFR	Burundi	IDA	8/5/08	CAS	Y	
121	2009	Q1	LCR	Costa Rica	IBRD	9/4/08	CAS		
122	2009	Q1	EAP	Indonesia	BLEND	9/11/08	CAS	Y	
123	2009	Q1	LCR	Guatemala	IBRD	9/23/08	CAS	Y	
124	2009	Q1	AFR	Rwanda	IDA	9/25/08	CAS	Y	Y
125	2009	Q1	ECA	Croatia	IBRD	9/30/08	CAS		
126	2009	Q2	AFR	Sierra Leone	IDA	12/2/08	CAS PR		
127	2009	Q2	SAR	India	BLEND	12/11/08	CAS	Y	
128	2009	Q3	EAP	China	IBRD	1/22/09	CAS PR	Y	Y
129	2009	Q3	ECA	Moldova	IDA	1/29/09	CAS	Y	
130	2009	Q3	LCR	Peru	IBRD	2/12/09	CAS PR	Y	
131	2009	Q3	AFR	Benin	IDA	2/26/09	CAS		
132	2009	Q3	LCR	Belize	IBRD	3/17/09	Other		
133	2009	Q3	MNA	Iraq	IDA	3/19/09	Other	Y	
134	2009	Q4	ECA	Macedonia, FYR	IBRD	4/7/09	CAS PR	Y	
135	2009	Q4	MNA	Jordan	IBRD	4/9/09	CAS PR	Y	
136	2009	Q4	AFR	Cape Verde	BLEND	4/21/09	CAS		
137	2009	Q4	AFR	Liberia	IDA	4/21/09	CAS	Y	
138	2009	Q4	ECA	Montenegro	IBRD	4/21/09	CAS PR	Y	
139	2009	Q4	LCR	Panama	IBRD	4/21/09	CAS PR		
140	2009	Q4	EAP	Philippines	IBRD	4/30/09	CAS	Y	Y
141	2009	Q4	MNA	Djibouti	IDA	4/30/09	CAS		
142	2009	Q4	LCR	Paraguay	IBRD	5/5/09	CAS		

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143	2009	Q4	ECA	Bosnia and Herzegovina	BLEND	5/19/09	CAS PR	Y	
144	2009	Q4	AFR	Botswana	IBRD	5/21/09	CAS		
145	2009	Q4	EAP	Mongolia	IDA	5/21/09	Other	Y	Y
146	2009	Q4	LCR	Guyana	IDA	5/26/09	CAS		
147	2009	Q4	MNA	Yemen, Republic of	IDA	5/28/09	CAS	Y	
148	2009	Q4	LCR	Haiti	IDA	6/2/09	CAS	Y	
149	2009	Q4	LCR	Bolivia	BLEND	6/2/09	Other	Y	
150	2009	Q4	SAR	Afghanistan	IDA	6/4/09	Other	Y	
151	2009	Q4	SAR	Nepal	IDA	6/4/09	Other	Y	
152	2009	Q4	LCR	Argentina	IBRD	6/9/09	CAS	Y	
153	2009	Q4	AFR	Congo, Rep	IDA	6/9/09	CAS		
154	2009	Q4	ECA	Armenia	BLEND	6/11/09	CAS	Y	
155	2009	Q4	AFR	Guinea-Bissau	IDA	6/16/09	Other		
156	2009	Q4	AFR	Senegal	IDA	6/18/09	CAS PR	Y	
157	2009	Q4	ECA	Poland	IBRD	6/30/09	CAS		

Source: SAP/Business Warehouse and Document Archives

## ANNEX B. BANK BUDGET COSTS OF THE CAS

1. The average cost of preparing a Country Assistance Strategy (CAS) has been steadily increasing over time.<sup>1</sup> Over the course of FY00 through FY09, the average cost of a CAS has increased, from below \$200,000 during FY00-03 to \$238,000 during FY06-09. These costs do not include costs of IFC and MIGA participation, and tend to under-represent the true staff cost of preparing a CASs. Average costs peaked in FY06, with the introduction of the new CAS architecture and the results based CAS. It should be noted, however, that there is a high degree of variation among CAS costs, with average costs in some years driven by just a few expensive CASs. For example, FY06's high average cost of \$317,000 falls to \$251,000 without the two most expensive CASs that year (Bangladesh and Georgia). Similarly, FY09's high average ISN costs are driven by ISNs for Nepal and Iraq, which costed each \$372,000 to prepare.

**Table B1. Costs of CAS product preparation**

	FY06	FY07	FY08	FY09
<b>CAS products</b>	<b>219.8</b>	<b>170.3</b>	<b>131.0</b>	<b>139.0</b>
<b>CASs</b>	316.7	244.6	219.4	163.5
<b>Progress Reports</b>	63.4	104.2	53.5	29.1
<b>ISNs</b>	111.5	126.5	70.0	218.8
<b>By Region:</b>				
AFR	170.6	162.9	162.2	136.4
EAP	315.4	207.8	81.4	228.5
ECA	222.0	169.0	122.5	82.0
LCR	225.1	185.8	126.4	118.6
MNA	125.5	-	18.0	128.1
SAR	315.0	117.8	170.3	247.4
<b>By financing source:</b>				
IDA	245.2	162.8	134.6	173.4
IBRD	188.5	161.5	134.5	83.6
Blend	219.2	213.3	109.5	189.0

Note: All costs are in thousands of U.S. Dollars

Source: SAP/Business Warehouse and Document Archives

2. The trend of rising CAS preparation costs since FY04 can be attributed to a number of factors, including the increasingly participatory and coordinated nature of CAS preparation—internally and externally. While not all of the costs associated with stakeholder consultations are attributed to the CAS, some expenses such as additional staff time, and the costs of translation and dissemination of the CAS documents, have contributed to the increase in the overall cost of the CASs. Parallel to the increasing demand on CAS content, the number of Bank staff involved in CAS preparations has also increased, resulting in increases in the volume of staff time/Bank budget spent to

<sup>1</sup> The cost of CASs is the total direct completion costs of CASs excluding loading factors for Bank-wide overheads and including costs incurred in the year of Board presentation of the CASs, as well as in previous years. Recorded total CAS costs include product costs (recorded against a task-specific budget code) and process costs (recorded with the activity identified as “CAS” for a particular country and year). They exclude IFC costs, as well as the cost of upstream activities that feed into the CAS, such as relevant ESW and CGAC.

complete the CAS. Finally, costs have also been affected by costs related to CAS disclosure, which was introduced in FY99 but has expanded several times since. The mainstreaming of the results-based CASs in FY05 has also contributed to rising average CAS costs, but some of those costs are still accumulating—the cost of implementation, and monitoring and evaluation of the results-based CASs throughout their four-year implementation period is likely to be significant.

**ANNEX C. OVERVIEW OF POVERTY REDUCTION STRATEGIES, INTERIM PRSS, AND  
TRANSITIONAL RESULTS MATRICES IN IDA-ELIGIBLE COUNTRIES  
(as of June 2009)**

Country	Date of PRS*	Country	Date of PRS*
<b>Second-generation PRS</b>		<b>First-generation PRS (cont'd)</b>	
Albania	Nov 2001; Mar 2008	Kenya	Mar 2004
Armenia	Aug 2003; Oct 2008	Lesotho	Mar 2005
Benin	Dec 2002; Apr 2007	Liberia	Jun 2008
Bhutan	Aug 2004; Jan 2009	Maldives	Dec 2007
Bosnia and Herzegovina	Mar 2004; May 2006	Mongolia	Jul 2003
Burkina Faso	May 2000; Jul 2004	Nepal	May 2003
Cambodia	Dec 2002; Dec 2005	Nigeria	Apr 2004
Cape Verde	Sep 2004; May 2008	Sao Tome and Principe	Jan 2005
Djibouti	Mar 2004; Apr 2008	Sierra Leone	Mar 2005
Ethiopia	Jul 2002; Sep 2006	Timor-Leste	May 2002
Ghana	Feb 2003; Nov 2005	Uzbekistan	Sep 2007
Guinea	Jan 2002; Aug 2007		
Kyrgyz Rep.	Jan 2003; Apr 2007	<b>IPRS</b>	
Lao PDR	Jun 2004; Oct 2006	Comoros	Oct 2005
Madagascar	Jul 2003; Nov 2006	Grenada	Mar 2006
Malawi	Apr 2002; Nov 2006	Togo	Mar 2008
Mali	May 2002; Dec 2006		
Mauritania	Dec 2000 ; Oct 2006	<b>TRM</b>	
Moldova	May 2004; Jan 2008	Sudan	Mar 2005
Mozambique	Apr 2001; May 2006		
Nicaragua	Jul 2001; Nov 2005	<b>Countries with no PRS, IPRS or TRM</b>	
Niger	Jan 2002; Aug 2007	Angola	
Pakistan	Dec 2003; Dec 2008	Bolivia <sup>a</sup>	
Rwanda	Jun 2002; Sep 2007	Eritrea	
Senegal	Apr 2002; Oct 2006	India	
Sri Lanka	Dec 2002; Mar 08	Indonesia <sup>b</sup>	
Tajikistan	Jun 2002; Apr 2007	Kiribati	
Tanzania	Oct 2000; Jun 2005	Myanmar	
The Gambia	Apr 2002; Nov 2006	Papua New Guinea	
Uganda	Mar 2000; Dec 2004	Samoa	
Vietnam	May 2002; Apr 2006	Solomon Islands	
Yemen	May 2002; Sep 2006	Somalia	
Zambia	Mar 2002; Dec 2006	St Lucia	
		St Vincent & the Grenadines	
<b>First-generation PRS</b>		Tonga	
Afghanistan	Apr 2008	Vanuatu	
Azerbaijan	Feb 2003	Zimbabwe	
Bangladesh	Oct 2005		
Burundi	Sep 2006		
Cameroon	Apr 2003		
Central African Republic	Jun 2007		
Chad	Jun 2003		
Congo DR	Jul 2006		
Congo, Republic of	Mar 2008		
Cote d'Ivoire	Jan 2009		
Dominica	Apr 2006		
Georgia	Jun 2003		
Guinea-Bissau	Sep 2006		
Guyana	Nov 2001		
Haiti	Nov 2007		
Honduras	Sep 2001		

*Notes:*

\* Dates correspond to the date as stated on the country document.

a Bolivia prepared a PRS in March 2001, which has been subsumed by a Plan Nacional de Desarrollo (PND), prepared in June 2006. The PND has not been submitted to the Boards of the IMF and the Bank.

b Indonesia prepared an IPRS in March 2003, but then shifted its focus to its legally-required development strategy, which has not been submitted to the Boards of the IMF and the Bank.

## ANNEX D. RATINGS IN CAS COMPLETION REPORTS

### Background

1. Rating of CASs was envisioned early on as part of the Bank's results agenda and was first proposed to the Board in the 2003 Better Measuring Action Plan paper.<sup>1</sup> As for projects, CASs were to have an M&E system that included both self-evaluation and independent assessment of results and Bank performance in the form of ratings. Rating of CASs was specifically discussed as part of CODE's March 2003 discussion of the third CAS Retrospective,<sup>2</sup> which launched a set of pilot results-based CASs. The pilots were to develop CAS Completion Reports (CAS CRs) but without ratings. Nevertheless, CODE asked that CAS performance ratings be addressed in the reporting on the pilot experience.<sup>3</sup>

2. The Results-Based CAS Stocktaking paper,<sup>4</sup> which constituted that report back to CODE and the Board, proposed introduction of rating of CASs to enhance accountability in the CAS. It stated that ratings would be on overall program performance and on Bank performance; that the program performance rating was to be based on subratings by objective; and that it was to consider design issues (or 'relevance'). Rating was to begin as soon as possible, and IEG agreed that ratings would eventually be excluded from CAEs once an acceptable CAS CR rating system was fully operational.<sup>5</sup>

### Method for Rating Results-Based CASs

#### *Assessment of Status of CAS Outcomes*

3. Intended CAS outcomes are the results to which the Bank's interventions are expected to contribute directly and which can be monitored at the conclusion of implementation of the CAS. They are set out in the Results Matrix attached to the CAS document. (See a template in Annex E.) For each CAS outcome in the Results Matrix in the original CAS document (or if revised at the time of the CAS Progress Report, the revised matrix), the assessment of status first determines if an outcome is observable or not; and then, for those that are observable, the extent to which it was achieved.

- **Step 1. Is the CAS outcome observable?** If information or data is not available at the time of the Completion Report to make a judgment on the status of an outcome, then that CAS outcome should be designated as "not observable," with a brief explanatory note. These outcomes are not assessed.

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<sup>1</sup> See *Better Measuring, Monitoring, and Managing for Development Results: Implementation Action Plan* (SecM2003-0038) January 22, 2003, p. 10.

<sup>2</sup> *Country Assistance Strategies: Retrospective and Future Directions* (CODE2003-0010), March 14, 2003.

<sup>3</sup> *Report to the Board from the Committee on Development Effectiveness: Country Assistance Strategies: Retrospective and Future Directions*, Meeting of March 26, 2003 (CODE2003-0023).

<sup>4</sup> *Results Focus in Country Assistance Strategies: A Stocktaking of Results-Based CASs* (R2005-0042) February 24, 2005.

<sup>5</sup> *Country Assistance Evaluation Retrospective: OED Self-Evaluation, Operations Evaluation Department*, World Bank, December 17, 2004.

- Step 2. What is the status of the CAS outcome? Each CAS outcome will be assessed: **achieved, partially achieved, or not achieved**. If an outcome is assessed as “not achieved,” an explanatory note is required specifying if achievement of the outcome is delayed, deemed infeasible, or deemed irrelevant.<sup>6</sup> The CAS CR should include a table of the CAS outcomes and their indicators, with the baselines and targets as set out in the CAS document (as revised in the CAS Progress Report) and actual outcomes at CAS completion. This information provides the basis of the assessment of status of each outcome.

#### *Rating of Overall CAS Program Performance*

4. The CAS CR’s evaluation of overall CAS program performance (equivalent, as used here, to “program outcome” as used by IEG in its CAEs) will make use of the assessment of CAS outcomes described above, and the status of CAS outcomes will constitute the major body of evidence to substantiate the program performance rating. No explicit weights need be assigned to CAS outcomes, although in many cases, the text of the CAS indicates if some are more central to the strategy. The overall performance rating will by necessity remain somewhat subjective and qualitative, and require an overall judgment, especially because scarce information in a number of countries is likely to interfere with assessment of the status of CAS outcomes and because some outcomes are inherently difficult to measure, in particular those relate to institutional change. The overall CAS program will be rated on a **six-point scale** (highly satisfactory, satisfactory, moderately satisfactory, moderately unsatisfactory, unsatisfactory, and highly unsatisfactory), the exact definitions and criteria for which will be agreed with IEG but are expected to match closely the harmonized evaluation criteria agreed with IEG for completion reporting on operations. IEG would validate this rating.

#### *Rating of Bank Performance*

5. Since program performance is determined not only by the Bank’s performance but also by the behavior of the client and of partners and other stakeholders, as well as by exogenous forces, Bank performance will be rated separately. Bank performance will be judged based on the relevance of the strategy (that is, the quality of its design) and success in implementing that strategy, including whether appropriate adjustments to the strategy and the Bank’s interventions were made during implementation (and in particular, at the time of the Progress Report). The assessment of implementation will include assessment of whether the CAS results framework was used for managing and monitoring during CAS implementation, the quality of supervision of the Bank’s lending interventions, the scope, quality and follow-up of diagnostic work and other AAA activities, the consistency of Bank lending with its nonlending work and with its safeguard policies, and the effectiveness of the Bank’s partnership activities. The rating will be on a six-point scale, as for overall program performance, with definitions and

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<sup>6</sup> If a results-based CAS is not properly focused, and especially if it includes too numerous outcomes, and if these design flaws were not remedied in the Progress Report, then the Completion Report should select key outcomes and explain for each one dropped why it was deemed less important. [the IEG won’t agree]

criteria agreed with IEG and likely quite similar to the recently-agreed harmonized evaluation criteria for other completion reporting. IEG would also validate this rating.

<b>ANNEX E. TEMPLATE OF A CAS RESULTS MATRIX</b>				
<b>Country Development Goals<sup>1</sup></b>	<b>Issues and Obstacles<sup>2</sup></b>	<b>CAS Outcomes<sup>3</sup></b>	<b>Milestones<sup>4</sup></b>	<b>Bank Program (and Partners)<sup>5</sup></b>
<p><b>Statement of first country goal</b> <i>Indicator</i> Baseline: xx (2005) Target: xx (2009) <i>Additional/alternative indicator</i> Baseline: xx (2005) Target: xx (2009) [continue with additional indicators or move to next goal]</p> <p><b>Statement of second country goal</b> <i>Indicator</i> Baseline: xx (2005) Target: xx (2009) <i>Additional/alternative indicator</i> Baseline: xx (2005) Target: xx (2009) [continue with additional indicators or move to next goal]</p>	<p>[descriptive text linking country goals to CAS outcomes]</p>	<p><b>Statement of first outcome</b> <i>Indicator</i> Baseline: xx (2005) Target: xx (2009) <i>Additional/alternative indicator</i> Baseline: xx (2005) Target: xx (2009) [continue with additional indicators or move to next outcome]</p> <p><b>Statement of second outcome</b> <i>Indicator</i> Baseline: xx (2005) Target: xx (2009) <i>Additional/alternative indicator</i> Baseline: xx (2005) Target: xx (2009) [continue with additional indicators or move to next outcome]</p> <p><b>With 10-20 outcomes total</b></p>	<p><b>Statement of first milestone</b> <i>Indicator</i> (with timeline if relevant) Baseline: xx (2005) Target: xx (2006) xx (2007) xx (2008) <i>Additional/alternative indicator</i> (if relevant) Baseline: xx (2005) Target: xx (2006) xx (2007) xx (2008) [continue with additional indicators or move to next milestone]</p> <p><b>Statement of second milestone</b> [continue as above]</p>	

<sup>1</sup> Longer-term or higher-order development objectives identified by the country. Usually not achievable in the CAS period nor solely addressed by the CAS program. Only those to which CAS outcomes will contribute are included.

<sup>2</sup> Critical issues and obstacles to achieving country development goals, providing the logical link to CAS outcomes.

<sup>3</sup> Country results deemed achievable in the CAS period and which the Bank expects to influence through its interventions. Indicators of each outcome are included, with baselines and targets.

<sup>4</sup> Progress markers of CAS implementation; outputs, actions, or outcomes expected to be realized during CAS implementation.

<sup>5</sup> Ongoing and planned lending, grants, and guarantees; analytical and advisory activities. Includes IBRD, IDA, IFC, and MIGA. Partners included if cofinancing or other support of same CAS outcome.