

4,000,000

TEACHERS TRAINED OR
RECRUITED SINCE 2002



9,900,000

VISITORS TO THE BANK'S
DATA WEBSITE IN 2012



145,000,000

PEOPLE WITH ACCESS TO
IMPROVED WATER SINCE 2002



497,000,000

CHILDREN IMMUNIZED
SINCE 2002



2,700,000

HEALTH PERSONNEL
TRAINED SINCE 2002



267,000,000

PEOPLE BENEFITED FROM
SOCIAL SAFETY NETS SINCE 2005



188,000,000

WOMEN RECEIVED ANTENATAL
CARE SINCE 2002



189,000

KILOMETERS OF ROADS
CONSTRUCTED SINCE 2002



THE WORLD BANK

Results **2013**

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Sources

Unless otherwise stated, all data and information cited in this report are from World Bank sources.



Foreword

Delivering integrated solutions to help client countries address their development challenges requires a focus on results. The World Bank's *Results 2013* report is intended to provide a sense of the development results that countries have achieved with World Bank support.

Complementing the World Bank Corporate Scorecard, the *Results 2013* report reflects on our contribution to the countries' development outcomes. It illustrates the World Bank's role in bringing stakeholders together to develop innovative development solutions, and sharing knowledge for informed decisions, while catalyzing funding for action. The report provides examples of partnerships that have helped to fight poverty by building more responsible institutions, boosting private investment, improving service delivery, upgrading infrastructure, protecting the environment, supporting human development, and empowering marginalized groups.

Measuring and monitoring results is key to achieving better development outcomes. We have been working with client countries to improve measurements systems that help them to track progress, learn lessons, and make timely corrections to achieve better development results. Likewise, we are also continuously improving our approach

and systems to measure and monitor results. The Corporate Scorecard is an important basis for strategic discussion on what we are doing and how we are doing, and on improving the way we support client countries. With the emerging evidence, we are refining our approaches and adjusting our practices to be even more responsive and effective to country needs.

The World Bank Group has embarked on a process of reform and change to maximize our impact toward achieving the goals of ending extreme poverty and promoting shared prosperity in a sustainable manner. In this process, the World Bank Group will seek to capitalize on front-line synergies among the World Bank Group's individual agencies. As we move in this direction, we will begin reporting on the results of the World Bank Group as a whole. A focus on results and measuring and monitoring what we do will help to further improve the way we support our clients to achieve development results.

Caroline D. Anstey
Managing Director
The World Bank, Washington, DC



Overview

This chapter summarizes the key messages of this report.

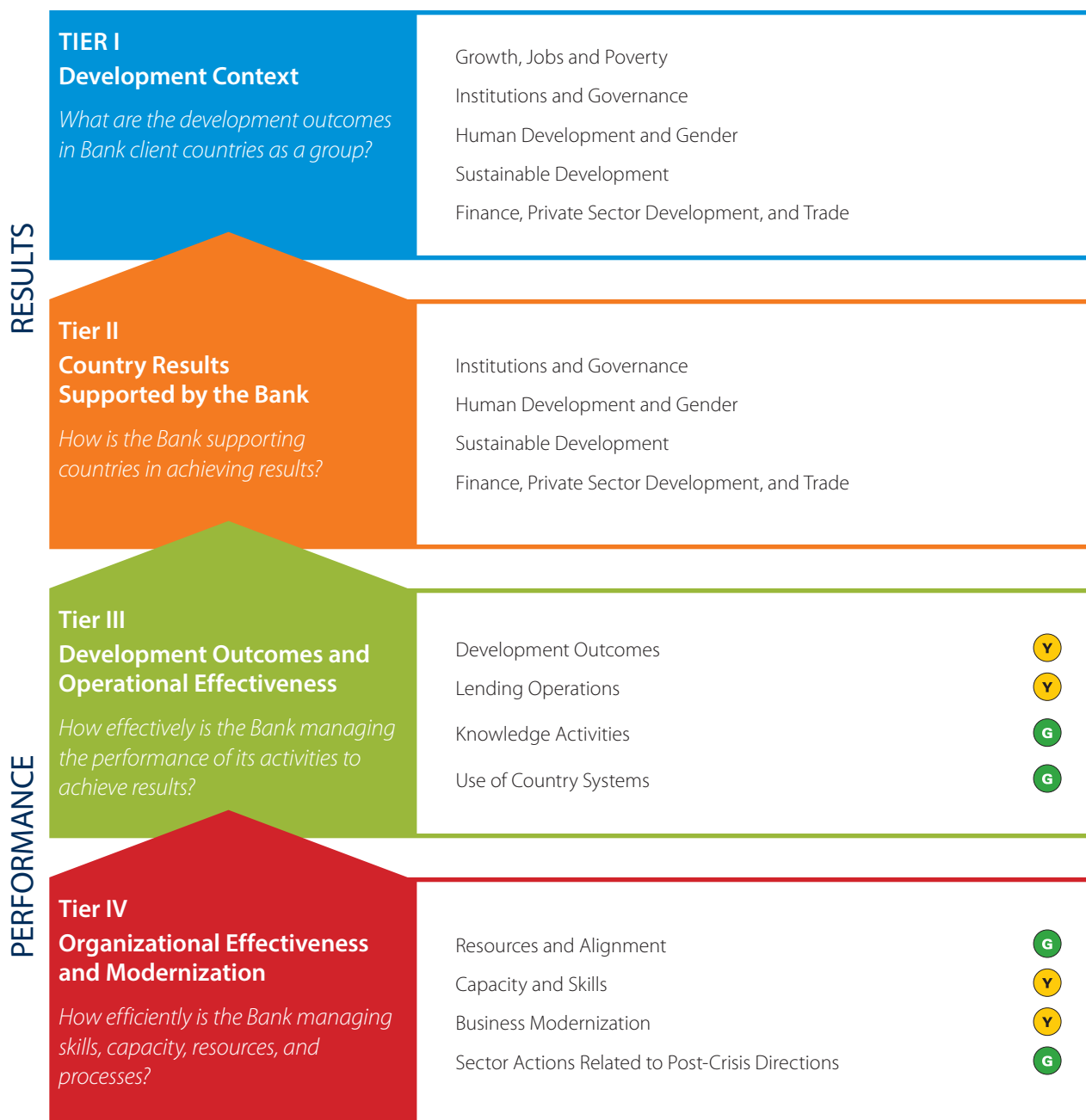
Key Messages

- 1** We have a historic opportunity to end extreme poverty and promote shared prosperity, despite continued challenges to the global economy. Over the last decade, due to sustained growth in developing economies, the first Millennium Development Goal—to halve extreme poverty—was met ahead of schedule. Several International Development Association (IDA)-eligible African countries were among the fastest growing economies. But the global economy continues to face severe risks and the challenges are great. Developing countries will need continued support from their development partners, including the World Bank, to translate their aspirations into reality.
- 2** The World Bank has made important contributions to supporting development results in client countries over the last decade. Since 2002, for example, the Bank has supported the recruitment and/or training of more than 4 million primary teachers; the training of about 2.7 million health personnel; the provision of antenatal care to more than 188 million women; the construction and/or rehabilitation of over 189,000 kilometers (km) of roads; and the provision of access to an improved water source to 145 million people. Moreover, there was an accelerated transfer of World Bank resources to clients in response to the food, fuel, and financial crises in recent years. Lending increased from \$24.7 billion in fiscal year 2008 to \$35.3 billion in fiscal year 2012.
- 3** The World Bank Group has always evolved to adapt to its changing environment, and must continue to do so. Between 2010 and 2013, the Bank implemented a Modernization Agenda that has helped it become more results oriented, accountable, and open. The Bank has also improved its ability to measure results from its knowledge or institutional development work, and it has adopted standardized metrics across a wide range of sectors to aggregate contributions to development results across countries, and across time. Still, the World Bank Corporate Scorecard shows room for improvements in several areas, including outcomes in operations and country strategies, cross-sector connectivity, and budget flexibility. Building on progress made through the Modernization Agenda and additional challenges, the World Bank Group has embarked on a reform process focused on enhancing its ability to deliver on its mission to eradicate extreme poverty and foster shared prosperity in a sustainable manner.

The *Results 2013* report provides the World Bank's shareholders, partners, and external stakeholders with an integrated view of results and performance in recent years. The report also assesses the Bank's operational and organizational performance at the corporate level. It covers the World Bank and reports on aggregate results

that countries have achieved with Bank support against the backdrop of global development results. While it does not cover the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA), and the International Centre for Settlement of Investment Disputes

Figure O.1: Summary of the Corporate Scorecard



LEGEND

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

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

(ICSID), it provides examples of collaboration between these institutions and the World Bank.

The World Bank Corporate Scorecard provides a snapshot of the Bank's performance and the results achieved by its clients, against the backdrop of progress on global development objectives. It was launched in September 2011 and has been updated every six months since then. This report complements the Corporate Scorecard and follows the Corporate Scorecard's four-tier structure for reporting on results and performance (figure O.1). Tier I measures global development progress based on the Millennium Development Goals (MDGs) and other global development indicators. Tier II highlights selected development results achieved by client countries with Bank support. Tier III provides data on the effectiveness of Bank operations and services. And Tier IV provides data on whether the Bank is functioning efficiently and adapting itself successfully to support countries in achieving development results.

THE DEVELOPMENT CONTEXT

Over the last decade economic performance in the developing world has been strong, despite the food, fuel, and financial crises in recent years. The percentage of the population in developing countries living on less than \$1.25 a day declined to 20.9 percent in 2010, and the first MDG—to halve poverty from 42.3 percent in 1990—has been achieved. Current economic forecasts suggest that developing economies are likely to maintain growth rates as high as 6 percent in the coming years, making further progress in poverty reduction possible. Today many developing countries can realistically aspire to end extreme poverty within a generation.

Before the food, fuel, and financial crises, improvements in human development were significant. Four of the MDG targets or sub-targets were met worldwide ahead of schedule. In addition to the MDG on poverty, the MDGs on halving the proportion of people without safe access to drinking water, eliminating gender disparity in primary education, and significantly improving the lives of at least 100 million slum dwellers have also been met.

But the work is not complete. Other MDGs, particularly in health and sanitation, lag considerably behind. And, while extreme poverty has declined significantly, the share of the world's population who are not poor but are vulnerable to fall into poverty remains high. More than 1.2 billion people still live in extreme poverty, and an additional 2.7 billion live on \$1.25–\$4.00 a day.

Climate change is a major obstacle to reducing extreme poverty, and meeting the MDGs requires a global commitment to environmental sustainability. As the world moves to a scenario of 4°C global warming, climate change risks are putting prosperity out of the reach of millions of people in the developing world and threatening to roll back decades of sustainable development. No country will be immune to the impacts of climate change, and the poorest countries will be affected disproportionately.

The Bank has established ambitious but achievable goals to ensure that its activities are aligned with the overarching mission of a world free of poverty. The first goal is to end extreme poverty with a target of reducing the global extreme poverty rate to 3 percent by 2030. The second goal is to promote shared prosperity, which will entail fostering income growth of the bottom 40 percent of the population in every country. Achieving these goals over time and for the welfare of future generations requires promoting environmental and social sustainability at the country and global levels and pursuing a fiscally responsible development path.

COUNTRY RESULTS SUPPORTED BY THE BANK

The Bank has made important contributions to supporting development results in client countries over the last decade. Moreover, the Bank scaled up operations in recent years in response to the food, fuel, and financial crises with special attention to fragile and conflict-affected situations. Investments have yielded significant results across many areas.

Support to Institutions and Governance. Good governance and strong institutions underpin development results. The Bank supports clients to help them be more transparent and accountable to their citizens. During fiscal years 2010–12, with Bank support, 57 countries strengthened public financial management systems, 28 countries strengthened civil service and public administration systems, 27 countries strengthened tax policy and administration systems, and 11 countries strengthened procurement systems.

Support to Human Development and Gender. The Bank provides countries with financial and knowledge support for education, health, and social protection, especially for women and girls.

- IDA support for education rose 70 percent in response to the crises, from an average of \$1.0 billion a year during fiscal years 1995–2009 to an average of

\$1.7 billion a year during fiscal years 2010–12. The overarching goal of the Bank's support to countries in *education* is not just schooling, but also learning. To achieve this objective, the Bank has, among other things, supported learning assessments in 40 countries during 2008–12, and the recruitment and training of more than four million primary teachers since 2002.

- Bank support for health, nutrition, and population rose 60 percent in response to the crises, from an average of \$1.5 billion during fiscal years 2004–07 to an average of \$2.4 billion a year during fiscal years 2011–12. The Bank remains committed to helping countries improve the health and nutrition of their people, especially women and children, by strengthening health systems, expanding access and quality, and controlling disease. Among other results, since 2002 the Bank has financed training of about 2.7 million health personnel worldwide to improve the quality of service delivery, immunization for approximately 497 million children, and antenatal care for more than 188 million pregnant women.
- The Bank almost tripled its support for social protection from an annual average of \$1.6 billion in fiscal years 1998–2008 to an annual average of \$4.3 billion in fiscal years 2009–11. The Bank has made a shift from supporting the delivery of social assistance projects to helping countries build social protection systems and institutions that respond to country-level poverty, risks, and vulnerabilities, in times of both crisis and stability. During 2005–12, Bank-supported safety net projects directly benefited 267 million people, mainly through conditional cash transfer programs, other cash assistance transfers, and public works.

Support to Sustainable Development. World Bank investments in sustainable development are fundamental to the Bank's ability to deliver on its goals of ending extreme poverty and promoting shared prosperity.

- Bank support to infrastructure has more than doubled, rising to an average of \$19.5 billion a year during fiscal years 2009–12 from an average of \$8.2 billion during fiscal years 2004–07. In the *transport* sector, the Bank emphasizes integrated transport solutions and safe, clean, and affordable transport to support expanded trade and enhanced human development. Among other results, since 2002, Bank-supported projects

constructed or rehabilitated over 189,000 km of roads. In the *energy* sector, the Bank focuses on expanding access and increasing the proportion of renewable energy in the power mix. Energy projects aided by the Bank resulted in the construction or rehabilitation of more than 114,000 km of transmission and distribution lines and about 19,000 megawatts of generation capacity to improve access to conventional reliable energy. In the *water and sanitation* sector, the Bank supported countries' efforts to improve governance and management of the water supply and sanitation infrastructure, as well as to increase access to services. Since 2002, Bank-supported projects have provided 145 million people with access to improved water sources and provided nearly 10 million people with access to improved sanitation facilities.

- Bank support for agriculture and related sectors rose to an average of \$4.3 billion a year during 2010–12 from an average of \$2.9 billion in 2006–08. The Bank focused on assisting countries to raise agricultural productivity, reducing risk and vulnerability, improving non-farm rural income, and strengthening the governance of natural resource use. The Global Food Crisis Response Program (GFCRP) has provided emergency support to an estimated 66 million people since 2008.
- The Bank has also ramped up efforts to assist countries in dealing with the uncertainties and impacts of *climate change*. All IDA Country Assistance Strategies (CASs) discuss climate change in 2011 and 2012. Nearly 40 percent of all World Bank lending projects approved in fiscal year 2012 are expected to contribute to climate change adaptation, mitigation, or both in over 50 countries. This amount represents almost a doubling from the share of climate-related projects in World Bank lending in fiscal year 2011.

Support to Finance, Private Sector Development, and Trade. The global economic crisis has had a disproportionate effect on the poor due to job losses and loss of assets. Bank support for reforms to expand opportunities for private sector development has been particularly relevant. Yearly commitments of Bank loans aimed specifically at enabling investment, strengthening capital markets, building out infrastructure for private sector services, facilitating trade, and strengthening the foundation for private sector activity represent about one

third of all World Bank lending. Inclusion is one important aspect of competitiveness: during 2009–12, microfinance and financial institutions benefiting from Bank support had an average of 31 million active microfinance loan accounts per year worldwide. While this work is focused in large part on the business environment and access to capital, it also includes the cross-cutting work of removing obstacles to trade.

Across all these sectors of intervention, the Bank is at the forefront of designing and managing initiatives that address global development challenges, such as fighting communicable diseases, combating the effects of climate change, and building food security. Increasingly, the interlinked nature of development solutions requires working together with traditional and new development partners.

MEASURING BANK OPERATIONAL AND ORGANIZATIONAL EFFECTIVENESS

While Tiers I and II of the Corporate Scorecard measure development results, Tiers III and IV measure Bank performance. Tier III reviews the overall performance of Bank activities in achieving their development goals, as well as the effectiveness of Bank operations. Tier IV measures how efficiently the Bank manages skills, capacity, resources, and processes. Together, Tiers III and IV provide a comprehensive view of the status of Bank efforts to improve its ability to help client countries deliver results.

The World Bank recently completed a three-year long Modernization Agenda that boosted results orientation, accountability, and openness by revamping internal policies, processes, and quality assurance mechanisms; designing measurement systems; ensuring that staff and other resources are directed where they are most needed; and driving forward a full transparency program. As a result,

- **Open is the “new normal” for the Bank.** The Bank is sharing knowledge and development data globally and more effectively using innovative approaches. The number of visitors to the Bank’s data website increased nearly six times between fiscal year 2008 and fiscal year 2012, from 1.7 million to 9.9 million visitors. Since the introduction of the Access to Information Policy in 2010, the Bank has continued to innovate, experimenting more with direct beneficiary feedback in its projects and opening up corporate procurement contract awards to the public. Forty-four percent of projects approved in fiscal year 2012

incorporate beneficiary feedback mechanisms in their design.

- **The Bank is closer to its clients.** The Bank increased client services as a percentage of total costs to 63.2 percent in fiscal year 2012, and these services are increasingly delivered by staff based in client countries, with the percentage of tasks being managed from the field rising from 40.6 percent in fiscal year 2008 to 44.4 percent in fiscal year 2012. Enhanced field presence generates opportunities for greater coordination, among the World Bank Group institutions and with other development partners. An increasing number of staff in field offices work across neighboring countries, contributing to enhance the flow of knowledge across Bank clients. Bank clients acknowledge the progress that has been made, but recognize that room for improvement still exists.
- **The Bank has accelerated resource-transfer to clients.** In response to the recent food, fuel, and financial crises, the Bank increased lending from \$24.7 billion in fiscal year 2008 to \$35.3 billion in fiscal year 2012. Disbursements have recorded an upward trend from \$19.6 billion in fiscal year 2008 to \$30.8 billion in fiscal year 2012, reaching a peak of \$40.3 billion in fiscal year 2010, after the global financial crisis. In addition, Recipient-Executed Trust Funds (RETF)—which provide additional finance to developing countries, and are now integrated into country strategies—increased from \$3.0 billion in fiscal year 2008 to \$4.1 billion in fiscal year 2012. Also, the average time from approval to first disbursement has been reduced by half, from 12.0 months in fiscal year 2008 to 5.9 months in fiscal year 2012.
- **The Bank is more results-oriented.** At the operational level, the Bank introduced in 2012 the Program-for-Results (PforR), linking disbursements to results of government programs. Since then, six operations have been approved in a variety of sectors, totaling \$981.0 million in commitments and leveraging another \$2.1 billion in governments and partners funding. In addition, 91 percent of projects approved in 2012 included indicators to track all aspects of their development objectives—an improvement of eight percentage points over 2009. At the corporate level, in the last two years,



the Bank expanded the number of sectors and themes in which it has Core Sector Indicators to measure results, covering 24 sectors and 135 indicators. Complementing quantitative tracking of results, growing numbers of outreach materials, such as results stories and sector and country briefs, documenting the results achieved by Bank projects are published and available online. Finally, knowledge products are now systematically captured in Bank systems.

The Corporate Scorecard suggests progress, but also that more work still needs to be done, such as:

- **Improving operational quality.** The Independent Evaluation Group's (IEG) evaluations of projects exiting the portfolio indicate that the share of investment lending operations with satisfactory outcomes at completion declined from 76.8 percent in 2008 to 69.1 percent in 2010. While there are significant variations across countries and sectors, larger operations perform better than smaller operations, and development policy lending operations have demonstrated consistent strong performance. To improve outcomes, the Bank is revamping its quality assurance system to strengthen the quality processes governing Bank-financed operations, and thus help ensure that these operations will most likely deliver the expected development results.
- **Improving country programs.** The four-year rolling average of IEG's satisfactory outcome ratings over fiscal years 2009–12 for country strategies was 63 percent, an improvement from the fiscal year 2010 baseline of 59 percent but still below the targeted level of 70 percent. A number of factors may have contributed to these results including the newness of results-based strategies as well as reorientation of programs in response to the food, fuel, and financial crises. The Bank is redoubling efforts to strengthen the focus and realism of country programs.
- **Boosting Knowledge Transfer among Staff Members.** An important asset of a knowledge-based global development organization is its staff—as long as its global knowledge and experience are leveraged across all client countries. In fiscal year 2012, the share of time staff members allocated to activities in

different units and regions was at 6.8 percent, below the Bank's goal of 10 percent. Efforts are underway to further increase the time staff members spend collaborating with units other than their own, such as, for example, a Program to Boost Connectivity in the Finance and Private Sector Development network.

- **Increasing budget flexibility.** The Bank responded to rising demands quickly during the global crisis, despite working within a flat annual administrative budget in real terms since fiscal year 2006 which has required continuous improvement in the allocation of resources. The Bank is rebuilding its flexibility to reallocate resources, at 3.2 percent of its budget at the start of fiscal year 2013, although still below the performance standard of 5.0 percent, to make sure it is prepared for unexpected developments and demands in the future.

SEIZING THE OPPORTUNITY

The twin goals of ending extreme poverty and promoting shared prosperity will be the foundation of a unified strategy to ensure World Bank Group activities and resources are focused on achieving its overarching mission. Supporting the new goals is a change process that will go further to ensure that the right people, skills, and knowledge are in the right place at the right time, more consistently and with greater impact. Realizing the World Bank Group's full comparative advantage requires harnessing expertise from across the institution to engage and leverage both public and private entities.

The World Bank Group Strategy will align the Group's activities and resources toward these twin goals. It is intended to accelerate the pace of adapting the institution to the changing global environment. Today, official capital flows to governments are no longer the main source of development finance as private flows have flourished. Moreover, client countries seek more than solutions to address immediate crises; they want solutions to generate growth; create jobs; and usher in a more prosperous, inclusive, and sustainable future.

Through this process, the World Bank Group will continue to adjust its policies, procedures, and systems to ensure a stronger focus on results across the institution. In the next fiscal year, the Bank will focus on the following priorities for the Results Agenda: further developing results-based client engagement, deepening formal and informal incentives and accountability for results, aligning the results tools to the twin goals and improving internal learning for results. These changes, among others, will strengthen the Bank Group's capacity to provide integrated development solutions based on hard evidence and tailored to the specific context of each client, both in the public and in the private sectors alike, while promoting global public goods.

STRUCTURE OF THE REPORT

The structure of this report—and of the Corporate Scorecard—is drawn from the Bank's country-driven business model. Based on the needs of client countries, the Bank provides financing for development programs, engages in policy dialogue, and delivers analytic work to support country public expenditure programs and the strengthening of policies and institutions, often in partnership with other development partners, civil society, and the private sector. The Bank supports selected areas of country programs to achieve results in line with country demands and priorities, and with the Bank's mission, in coordination with other development partners.

This report is organized in 5 chapters. Chapter 1 describes the current development context. Chapter 2 highlights selected development results achieved by client countries with Bank support, and provides examples drawn from Bank-supported operations worldwide. This chapter also illustrates Bank contributions to global public goods. Chapter 3 analyzes data on the effectiveness of Bank operations and services. Chapter 4 provides data on whether the Bank is functioning efficiently and adapting itself successfully to support countries in achieving development results. Finally, chapter 5 describes the future directions of the Bank's Results Agenda in the context of the World Bank Group's change process.



Chapter 1

TIER I: The Development Context

What Are the Development Outcomes in Bank Client Countries as a Group?

This chapter looks at the long-term development outcomes that countries are achieving and provides the context and direction for the Bank's work. These high-level outcomes, such as those monitored as part of the Millennium Development Goals, cannot be attributed to the Bank because they reflect multi-sector interventions, actions, and policy decisions of countries and their development partners.

Tier I: Development Context

INDICATORS	BASELINE		CURRENT		LINKAGES		MDG TARGETS 1990–2015	
	Value	Year	Value	Year	PCD	MDG		
GROWTH, JOBS AND POVERTY								
Population below US\$ 1.25 (PPP) a day ^{+#}	(%)	31.1	2002	20.9	2010	1	MDG1	Halve from the baseline of 42.3%, 1990
GDP per capita ⁺	(constant 2000 US\$)	1,656	2006	2,081	2011	1 2		
Domestic credit to private sector	(% of GDP)	55.1	2005	75.3	2011	1 2		
Employment to population ratio (15+)	(%)	62.1	2005	61.2	2010	1 2	MDG1	
Ratio of female to male labor force participation ⁺	(%)	68.4	2006	67.5	2010	1 2	MDG3	
INSTITUTIONS AND GOVERNANCE								
State institutions with adequately established/differentiated power structure	(scale: 1–10)	6.2	2006	6.3	2012	4		
Effective and accountable government	(scale: 0–7)	2.79	2006/07	2.9	2012	4		
Public access to information	(scale: 0–100)	50.01	2006/07	56.94	2010/11	4		
Level of statistical capacity	(scale: 0–100)	67	2005	68	2012	4		
HUMAN DEVELOPMENT AND GENDER								
Under 5 mortality rate ⁺	(per 1,000 live births)	67	2006	57	2011	1 5	MDG4	Reduce by 2/3 rd from the baseline of 100, 1990
Prevalence of HIV, female	(% ages 15–24)	0.80	2009	0.80	2009	1 5	MDG6	Halt by 2015 and begin to reverse
Maternal mortality ratio ⁺	(per 100,000 live births)	290	2005	230	2010	1 5	MDG5	Reduce by 3/4 th from the baseline of 440, 1990
Prevalence of underweight children ⁺	(% children under 5yrs)	20.4	2005	16.6	2011	1 5	MDG1	
Primary school completion rate ⁺	(% of relevant age group)	85.1	2005	89.2	2011	1 2	MDG2	100% (baseline 69%, 1991)
Secondary school enrollment rate	(%, gross)	60.7	2005	66.5	2011	1 2		
Gender parity index in primary and secondary education ⁺	(%)	94.4	2005	96.9	2011	1 2	MDG3	100% (baseline 84% 1991)
SUSTAINABLE DEVELOPMENT								
<i>Infrastructure</i>								
Paved roads	(% of total roads)	31.6	1999-03	50.6	2005-09	1 2		
Access to an improved water source ⁺	(% of population)	83.4	2005	86.4	2010	1 2	MDG7	Halve proportion of people without access (baseline 28% 1990)
Access to an improved sanitation facility ⁺	(% of population)	53.2	2005	56.4	2010	1 2	MDG7	Halve proportion of people without access (baseline 57% 1990)
Household electrification rate ⁺	(% of households)	[56.3]	2004	[61.0]	2008	1 2		
Mobile cellular telephone subscriptions ⁺	(per 100 people)	33	2006	80	2011	1 2	MDG8	
<i>Agriculture Productivity and Food Security</i>								
Cereal yield	(kg per hectare)	2,894	2006	3,110	2010	1 2 5		
Agriculture value added per worker	(constant 2000 US\$)	685	2006	761	2010	1 2 5		
<i>Climate Change and Environment</i>								
CO ₂ emissions ⁺	(kg per 2005 US\$ of GDP)	0.65	2005	0.61	2009	3	MDG7	
Protected terrestrial areas	(% of total land area)	12.0	2006	12.1	2010	1 3	MDG7	
Average annual deforestation	(%)	0.3	1990-00	0.2	2000-10	1 3	MDG7	
FINANCE, PRIVATE SECTOR DEVELOPMENT AND TRADE								
Male-female gap in the population with an account at a formal financial institution	(% of population 15+)	9.7	2011	9.7	2011	1 2		
Trade logistics performance index: Overall ⁺	(scale: 1=low, 5=high)	2.4	2007	2.6	2012	1 2 3	MDG8	
Trade diversification						1 2 3	MDG8	
• Product export diversification	(index: 0–1)	0.24	2005	0.21	2011			
• Market diversification	(index: 0–1)	0.23	2005	0.20	2011			
Time required for business start-up ⁺	(days)	50	2007	34	2012	2		
LEGEND								
LINKAGES	PCD 1-5	Linkages to Post Crisis Directions: 1. Target the Poor and Vulnerable; 2. Create Opportunities for Growth; 3. Promote Global Collective Action; 4. Strengthen Governance; 5. Manage Risk and Prepare for Crisis.						
	MDG	Linkage to the Millennium Development Goals.						
DATA	[]	IDA only						
	+	Indicators used in proposed IDA16 Results Measurement System.						
	#	2010 data became available after the discussion of the Corporate Scorecard at the Committee of the Whole.						

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

GROWTH, JOBS, AND POVERTY

Over the last decade, despite the food, fuel, and financial crises, economic performance in the developing world has been strong with average annual growth of more than 5 percent in many countries. Average annual gross domestic product (GDP) per capita in developing countries reached \$2,081 (constant \$) in 2011. The percentage of the population in developing countries living on less than \$1.25 a day declined from 42.3 percent in 1990 to 20.9 percent in 2010. As a result, the developing world attained—five years ahead of schedule—the first MDG target of halving the 1990 poverty rate by the year 2015. Today many developing countries can realistically aspire to end extreme poverty within a generation (box 1.1).

Recent analysis shows that despite enduring political and economic challenges, eight fragile and conflict-affected states—including Guinea, Nepal, Bosnia and Herzegovina, and Timor-Leste—have also met the target to halve the number of people living on less than \$1.25 a day. However, this success could be undone by renewed conflict and crisis. This underscores the need for sustained action by both the countries and the international community.

Several IDA-eligible African countries were among the fastest growing economies over the previous decade. In Africa, growth averaged 4.7 percent between 2000 and 2009, and the share of the population living on \$1.25 a day fell below 50.0 percent for the first time ever in 2008 and further declined to 48.5 percent in 2010. In this region, 1 percent growth in consumption is estimated to reduce poverty by 0.69 percent. This is still substantially less than in the rest of the world, where the same growth in consumption is estimated to reduce poverty by 2.02 percent. Prospects of large revenues from mineral exploitation, rapid urbanization and a demographic dividend hold the promise of accelerating poverty reduction on the continent, but appropriate policies and institutions are required to unleash this potential.

The reduction in poverty experienced in developing countries is the result of multiple factors, but the creation of millions of new, more productive jobs, has been the driving force. Yet, the employment-to-population ratio declined from 62.1 percent in 2005 to 61.2 percent in 2010. Two hundred million people worldwide, a disproportionate share of them youth, are unemployed and actively looking for work. In some countries, youth unemployment is twice the national average or more. Moreover, women continue to earn significantly less than men. Often, such disparities

To anchor its mission of a world free of poverty in today's development context, the World Bank Group has established two goals:

- **End extreme poverty:** the percentage of people living with less than \$1.25 a day to fall to 3 percent by 2030;
- **Promote shared prosperity:** foster income growth of the bottom 40 percent of the population in every country.

Both of these goals will be pursued in an environmentally, socially, and fiscally sustainable way.

grow out of a lack of access to resources and finance, as well as discriminatory laws that limit women's ability to participate in household financial decisions and in the economy.

This underscores the importance of economic growth matched with improvements in the welfare of the most vulnerable segments of society. The pace of poverty reduction depends not just on the growth of GDP but also on its distribution. Though extreme poverty has declined significantly, the share of the world's population that is not poor but that is vulnerable to fall into poverty remains high. Some 1.2 billion people continue to live on less than \$1.25 a day, and an additional 2.7 billion live on \$1.25–\$4.00 a day. A common misconception is that growth is “distribution neutral,” that is, growth in average income results in similar changes in the incomes of everyone, rich or poor. To accelerate progress toward the elimination of extreme poverty, development strategies should attempt to increase not only the mean rate of growth but also the share of income going to the poorest segment of the population.

Current economic forecasts suggest that developing economies are likely to grow at 6 percent in coming years. Economic growth is likely to be fastest in East Asia and South Asia, regions that are home to more than half of the world's poorest people. The proportion of people living in extreme poverty is likely to fall from 20.9 percent in 2010 to 15.5 percent by 2015. For this to happen, developing countries will need to maintain the reform momentum

How Does the Bank Help Countries Improve the Living Standards of the Less Well-Off?



A few examples:

- ➔ **By generating alternative livelihoods.** In **Bangladesh**, the IDA-financed Employment Generation Program for the Poorest has since 2010 provided jobs to 630,000 of the poorest population during the country's dry, lean seasons (from October to December and from March to May) when rural day laborers are often out of work. Almost 50 percent of beneficiaries are women heads of household.
- ➔ **By promoting human development.** In an attempt to curb the high number of deaths of pregnant women without access to health facilities, the Health Results Based Financing trust-funded project in **Zimbabwe** provides grants to local hospitals and clinics that remove user fees on maternal and child health services. As of 2012, 387 health facilities, which serve a population of 3.46 million, were enrolled in the program. Over 212,600 children were immunized; 135,921 pregnant women received antenatal care during a visit to a health provider; and 58 percent of births in participating districts were attended by skilled health personnel in a health institution.
- ➔ **By improving service delivery.** In **Vietnam**, with support from the IDA-financed Red River Delta Rural Water Supply and Sanitation Credit, the number of people with access to improved water sources increased from 107,000 in 2005 to 860,000 in 2012, and the number of people with access to a piped water connection increased by 400,000. From 2001 to 2012, the Ho Chi Minh City Environmental Sanitation Project had a transformational impact on Vietnam's largest city by reducing flooding for 88,000 households and by connecting 265,800 households to centralized wastewater collection systems.

Harimoti, from Atimaihti, Bangladesh, lost her husband after a prolonged illness. *"It's only myself and my two daughters,"* she explains. *"My husband was sick for a long time and needed treatment. I need to repay those loans."* Harimoti was able to get back on her feet through money earned through the Bangladeshi government's Employment Generation Program for the Poorest supported by the World Bank. *"I'm working now, and I will do my level best so that my daughters can continue their studies so they can get decent jobs,"* says Harimoti.

of the 1990s and 2000s, which underpinned the acceleration in growth and led to improvements in human development.

Although the growth outlook for developing economies is promising, challenges remain. Food prices continue to bear down worst on the poorest. Financial stability in the global economy is not yet restored. While downside risks have diminished in the short-run, high-income countries are still searching for new solutions to create jobs, spur growth, and restore fiscal sustainability. Even in economies where growth is stronger, challenges remain: lagging regions abound in middle-income countries, and some natural resource-rich countries suffer from enclave development that does not improve welfare for the broader community. Fragile states, home to a growing share of the world's poor, need solutions to reignite growth and poverty reduction.

INSTITUTIONS AND GOVERNANCE

Measuring governance is not easy, and changes in governance take time. The concept of governance embraces many institutions and players and the formal and informal rules that guide their operation. Informal rules, which are less easily measured, may have a greater influence on the quality of governance and require a much deeper understanding of the workings of society. Accordingly, many governance measures rely on the views and opinions of experts.

Three databases—the Bertelsmann Transformation Index, Freedom House's Countries at the Crossroads survey, and the Global Integrity Index—capture aspects of institutions and governance used by the Corporate Scorecard. Overall, these indicators have not changed much over the past two years, showing a slight improvement at the global level.

Availability of reliable data is a precondition for more open governments. Statistics provide the evidence needed to improve decision making and heighten public accountability. The indicator for the Level of Statistical Capacity—assessing countries' capacity in areas such as institutional framework for statistics, statistical methodology, data sources, and periodicity and timeliness—has remained relatively unchanged over time, improving only marginally from 67 in 2005 to 68 in 2012.

HUMAN DEVELOPMENT AND GENDER

With the acceleration of economic growth since the late 1990s, progress toward MDGs improved significantly

before the food, fuel, and financial crises hit in 2008–11. Today, there are signs of recovery, but considerable effort will be needed to restore and achieve progress in many areas. Special attention should be given to fragile and conflict-affected states which lag behind on most human development and gender MDGs, and where recurrent crises could derail countries from their long-term development path with devastating impacts on their citizens and potential spillover effects in neighboring countries.

The MDGs are interdependent; for example, all the MDGs influence health, and health influences all the MDGs. Better health enables children to learn and adults to earn. Gender equality is essential to the achievement of better health. Reducing poverty, hunger, and environmental degradation positively influences, but also depends on, better health.

Expanding opportunities for women is a precursor to development, and an important step is providing them access to education. Gender parity in primary and secondary education reached 96.9 percent in 2011, and progress was recorded in all regions. Two-thirds of developing countries achieved gender parity in primary education by 2005, and more girls than ever before are completing primary school. Moreover, most regions have made similar progress toward gender parity in secondary education: 71 countries have achieved gender parity, and another 14 are on track to achieve gender parity by 2015. However, 29 countries, more than two-thirds of them in Sub-Saharan Africa, are unlikely to achieve gender parity in secondary education if current trends continue. That said, the global target of gender parity in primary and secondary education remains achievable by 2015.

Despite progress, full empowerment of women remains a distant goal. Every year nearly 4 million women are missing from the global population due to sex-selective abortions and other risk factors specific to women. Progress in reducing maternal mortality, for example, lags behind and varies across regions, although recent findings indicate more rapid improvements than previously estimated. Between 2005 and 2010, the maternal mortality ratio dropped from 290 maternal deaths per 100,000 live births to 230, with about half of maternal deaths occurring in Sub-Saharan Africa and about a third in South Asia. Very few countries are on track to achieve the MDG target of reducing maternal mortality by three-quarters of the 1990 level, especially without accelerated efforts to provide universal access to reproductive health care.

In most countries around the world, the majority of child deaths occur in the first years of life. The global under-5 mortality rate fell in 2011 to 57 per 1,000 live births from 67 in 2006, but this rate of progress is insufficient to attain the MDG to reduce this rate by two-thirds by 2015. Child mortality is an important indicator across several human development outcomes—it reflects access to medicine, quality of health facilities, safe water and sanitation, fertility patterns, maternal health, maternal and infant nutrition, maternal and infant disease exposure, and female literacy.

Essential to decreasing child and maternal mortality is reducing malnutrition. Malnutrition is a contributing factor in more than one-half of deaths in young children, and malnutrition during pregnancy contributes to more than one-fifth of maternal deaths. In developing countries, the proportion of children under age 5 who are underweight declined from 20.4 percent in 2005 to 16.6 percent in 2011, a much slower pace than needed. Progress has been slowest in South Asia and Africa, where moderate to severe stunting affects more than 140 million children. Malnutrition significantly affects other areas of human development: for example, malnourished children are less likely to attend school and may suffer learning deficiencies.

SUSTAINABLE DEVELOPMENT

Access to improved infrastructure; the development of agriculture and the provision of food security; the adaptation to, and mitigation of, climate change; and sustainable environmental activities are vital to improving the welfare of households.

INFRASTRUCTURE

Infrastructure is fundamental to supporting economic growth and combat poverty, with bottlenecks in key infrastructure services, such as transport links and power generation often slowing growth and deterring private investment. Access to basic infrastructure services improves household welfare and, in the case of water supply and sanitation, also enhances the effectiveness of health and education programs.

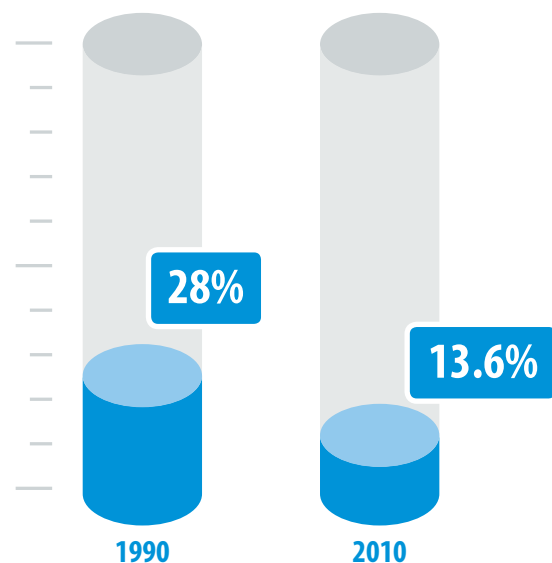
Efforts to expand sustainable access to safe drinking water are on track globally and in most regions, and, based on current trends, more than 90 percent of the global population will have access to safe drinking water by 2015. The proportion of people lacking access to improved drinking water sources declined by more than half, falling from 28.0 percent in 1990 to 13.6 percent in 2010, thus achieving the global target (figure 1.1). However, much of this progress has been in urban areas, while 80

percent of people who lack access to improved drinking water sources live in rural areas. There are also significant variations between regions, with Africa lagging behind. Moreover, limited access to safe drinking water has shown gender-differentiated impacts on education and livelihood outcomes, as girls and women are usually responsible for providing water at the household level, especially in rural areas. Progress at the global level must therefore be viewed in the broader context of continued serious inequities at local levels.

Progress on improving sanitation is lagging, and the MDG target is unlikely to be met; only 56.4 percent of people accessed improved sanitation facilities in 2010. Nearly 7 in 10 countries are off track on this target. In many countries improved sanitation has yet to receive the support and recognition it deserves as a precondition for success in the fight against poverty, hunger, child mortality, and gender inequality.




Mobile communications now offer major opportunities to advance human development—from providing basic economic information to farmers or increasing school attendance to promoting gender equality (table 1.1). Developing countries' share of global mobile subscriptions increased from 29 percent in 2000 to 80 percent in 2011. Yet mobile broadband coverage is often limited to urban areas, and current smartphone prices are still not affordable to many.

Figure 1.1: People without access to improved drinking water sources declined by more than half, falling from 28 percent in 1990 to 13.6 percent in 2010.



Source: World Bank calculations.

Table 1.1: The Importance of Mobile Technology for Selected Millennium Development Goals

MDG	Example
 <p>Poverty and Hunger</p>	<p>A study of grain traders in Niger found that cell phones improved consumer welfare. Access to cell phones allowed traders to obtain better information about grain prices across the country without the high cost of having to travel to different markets. On average, grain traders with cell phones sprang up organically rather than through a specific program.</p>
 <p>Universal Education</p>	<p>According to a survey of teachers in villages in four African countries, one-quarter reported that the use of mobile phones helped increase student attendance. A main factor was that teachers could contact parents to inquire about their child's whereabouts. Mobile phones have also been used in Uganda to track school attendance and detect patterns in attendance, for instance by village, by day of the week, and by season. Tracking pupil's attendance also indirectly tracks absenteeism among teachers.</p>
 <p>Gender Equality</p>	<p>A study looking at gender differences in the availability and use of mobile phones in developing countries reported that 93 percent of women who had mobile phones felt safer because of having the phone, 85 percent felt more independent, and 41 percent had increased income or professional opportunities</p>

Source: World Bank and IMF 2013.

AGRICULTURE PRODUCTIVITY AND FOOD SECURITY

Three out of every four poor people in developing countries live in rural areas, and most of these people depend on agriculture for their livelihoods. Agriculture is the primary source of employment in many developing countries and plays a role in demand for the products of the non-farm economy.

Developing countries also produce two-thirds of the world's agricultural value added, and the agricultural value added per worker continues to increase, from \$685 (constant 2000 \$) in 2006 to \$761 (constant 2000 \$) in 2010. Cereal yield has also increased from 2,894 kilograms per hectare in 2006 to 3,110 kilograms per hectare in 2010. But the recent financial crisis posed a threat to agriculture as tighter commercial bank lending practices led to higher

interest rates on farmer and agribusiness borrowing and lowered investment in the sector.

CLIMATE CHANGE AND ENVIRONMENT

Climate change poses an enormous challenge to development and poverty reduction. Despite efforts to keep global warming below a 2°C increase compared with the pre-industrial period, current United Nations Framework emission pledges and commitments would most likely result in levels of warming at 4°C. As the world moves to a 4°C+ environment, climate change could put prosperity out of the reach of millions of people in the developing world and threatens to roll back decades of sustainable development. The increased frequency of natural disasters, which doubled in number between 1990 and 2008, combined with ever growing numbers of people and assets in exposed coastal areas and floodplains, underscore the need for intensified action to avert increased human and economic losses.

Carbon dioxide emissions (CO₂) from human activities are a major contributor to climate change. CO₂ emissions marginally decreased from 0.65 kilograms per 2005 U.S. dollars of GDP in 2005 to 0.61 kilograms in 2009. Protecting forests and other natural areas is fundamental to reduce emissions. While average annual rates of forest resources lost have also marginally decreased from 0.3 percent in 1990–2000 to 0.2 percent in 2000–10, some 5.2 million hectares of the world's forests are still being lost each year. No increase has been recorded in the extension of protected terrestrial areas (12.1 percent of total land area in 2010), and oceans are under increasing pressure.

No country will be immune to the impacts of climate change. However, the distribution of impacts is likely to be inherently unequal and skewed against many of the world's poorest regions (box 1.2). Negative effects of higher temperatures on the economic growth of poor countries have been observed over recent decades, and this trend could continue. Negative effects of higher temperatures have also been observed on agricultural production, with recent studies indicating that since the 1980s, global maize and wheat production may have dropped significantly as a result of climate change.

Energy production and consumption (in areas such as industry, transport, and buildings) is responsible for two-thirds of the global CO₂ emissions. Promoting energy efficiency, expanding access to modern energy services for the poor, and switching to renewable and other lower-carbon sources of energy are among the most effective means of advancing the MDGs and addressing climate change challenges simultaneously.

Climate Change in Sub-Saharan Africa

In Sub-Saharan Africa, climate change is expected to have impacts across sectors, potentially interacting in complex ways and producing largely unpredictable cascading effects. In a 4°C world, Sub-Saharan Africa is projected to experience temperatures that are well above currently recorded extreme heat waves. In coastal areas, the sea-level rise will displace populations and, in combination with severe storms, could cause freshwater resources to become contaminated with salt water. Projected heat extremes and changes in the hydrological cycle would in turn affect

ecosystems and agriculture. With 4°C or more of global warming, 35 percent of cropland is projected to become unsuitable for cultivation. These impacts on agriculture and ecosystems would further compound the direct impacts on human health by increasing the rates of malnutrition and reduced incomes, ultimately producing negative repercussions for economic growth. These conditions are expected to increase the scale of population displacement and the likelihood of conflict as resources become scarcer.

FINANCE, PRIVATE SECTOR DEVELOPMENT, AND TRADE

The private sector is the main engine of job creation and the source of roughly nine of 10 jobs in the world. Creating a favorable environment for private sector development should remain atop of developing countries' policy agenda. Evidence shows that reforms making it easier to start a formal business are associated with increases in the number of newly registered firms and sustained gains in economic performance, including improvements in employment and productivity. In developing countries as a group, the average amount of time required to start a business fell to 34 days in 2012 from 50 in 2007. The most accelerated progress has been seen in Europe and Central Asia.

Efforts to improve regulation and stimulate the market for competitive services should go hand in hand with investments in trade-related infrastructure. In the short term, trade contributes to growth by expanding the market for goods and services; in the medium to long term, higher productivity brought about by imports of improved technology and introduction of competition further enhances growth. World trade was stagnant in 2012 due in large part to weak import demand in advanced economies and relatively stable international commodity prices. Inadequate trade logistics continue to be among the most significant barriers to improved trade in the

developing world. Although overall perceptions of country logistics improved from 2.4 to 2.6 between 2007 and 2012, as measured by the Logistics Performance Index (LPI), lower performing countries were unable to further narrow the gap between 2010 and 2012. Among logistics that hamper efficiency of trade are the quality and availability of infrastructure—between 2005 and 2009 only 50.6 percent of roads in developing countries were paved—as well as inefficiencies in the “software” (regulatory) dimensions of transport and border management.

Expansion of access to finance is also critical for the development of the private sector and for the reduction of poverty. Studies have shown that increasing access to saving instruments helps individuals and small businesses manage shocks better and invest in productive working capital, such as fertilizer or more goods for small retail establishments. Access to bank accounts in low-income countries increased from three accounts per 1,000 adults in 2000, to 108 accounts per 1,000 adults in 2010. Over the same time period, the number of accounts in middle-income countries increased from 10 per 1,000 adults to 736.

As discussed in this chapter, the global economy is likely to recover, but challenges remain in most areas. The World Bank's diverse members will continue to face particular challenges and opportunities in the years ahead. The Bank will work with these countries to define country-specific paths of poverty reduction that are consistent with their context and challenges.



Chapter 2

TIER II: Country Results Supported by the Bank

How Is the Bank Supporting Countries in Achieving Results?

This chapter highlights results achieved by countries with the support of the World Bank in the areas of institutions and governance; human development and gender; sustainable development; and finance, private sector development, and trade.

Tier II: Country Results Supported by the Bank

INDICATORS	TYPE	BASELINE		CURRENT		PCD LINKAGE	
		Value	Year	Value	Year		
SUPPORT TO INSTITUTIONS AND GOVERNANCE							
Countries with strengthened national statistical systems	(number)	Outcome	6	FY07	13	FY12	24
Countries with Bank supported programs on asset, liability and risk management	(number)	Output	64	FY10	85	FY12	245
Countries with Bank supported programs on transparency and access to information	(number)	Output	61	FY11	72	FY12	24
Countries with strengthened Public Management Systems in:							
• Civil service and public administration	(number)	Outcome	28	FY12	28	FY12	24
• Tax policy and administration	(number)	Outcome	27	FY12	27	FY12	24
• Public financial management	(number)	Outcome	57	FY12	57	FY12	24
• Procurement	(number)	Outcome	11	FY12	11	FY12	24
SUPPORT TO HUMAN DEVELOPMENT AND GENDER							
Teachers recruited and/or trained ⁺	(millions)	Outcome	0.95	FY11	1.1	FY12	12
Countries with Bank-supported learning assessments	(number)	Output	26	FY10	40	FY12	12
People with access to a basic package of health services ⁺	(millions)	Outcome	18.2	FY11	19.5	FY12	15
Children immunized ⁺	(millions)	Outcome	78	FY11	128	FY12	15
Beneficiaries covered by social safety net programs	(millions)	Outcome	114.6	FY09	114.1	FY11	15
Gender							
Pregnant women receiving antenatal care ⁺	(millions)	Outcome	17	FY11	50	FY12	15
Women and girls benefiting from social protection programs and other targeted schemes	(millions)	Outcome	78	FY12	78	FY12	12
SUPPORT TO SUSTAINABLE DEVELOPMENT							
Infrastructure							
Roads constructed or rehabilitated ⁺	(kilometers)	Output	56,504	FY11	57,252	FY12	12
People provided with access to improved water sources ⁺	(millions)	Outcome	39.6	FY12	39.6	FY12	125
People provided with access to improved sanitation ⁺	(millions)	Outcome	3.1	FY12	3.1	FY12	125
Transmission and distribution lines constructed or rehabilitated	(kilometers)	Output	10,740	FY11	36,354	FY12	2
Generation capacity of conventional and renewable energy	(megawatts)	Output	3,719	FY11	5,040	FY12	2
People provided with access to electricity	(millions)	Outcome	Data to be reported in 2013				12
Agriculture Productivity and Food Security							
Area provided with irrigation services	(hectares, millions)	Output	0.7	FY11	1.1	FY12	125
Farmers adopting improved agricultural technology	(number)	Outcome	531,868	FY12	531,868	FY12	125
Nutrition services for vulnerable groups	(millions)	Outcome	14.3	FY12	14.3	FY12	125
Climate Change and Environment							
Emission reduction with support of special climate finance instruments	(annual, million tons CO ₂ equivalent)	Outcome	315	FY12	315	FY12	35
Countries supported on natural disaster management	(number)	Output	76	FY10	74	FY12	1235
SUPPORT TO FINANCE, PRIVATE SECTOR DEVELOPMENT AND TRADE							
Active number of microfinance loan accounts	(millions)	Outcome	31	FY12	31	FY12	125
Countries that have applied trade-related diagnostic tools	(number)	Outcome	15	FY12	15	FY12	123

LEGEND

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

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

World Bank support takes many forms—financing solutions, expertise and analysis, capacity building, and facilitation of partnerships and knowledge sharing across borders. The Bank's primary role is to tailor solutions to specific development challenges on the ground drawing on the institutions of the World Bank Group as needed (box 2.1, box 2.5). With offices in more than 120 countries, the Bank often plays a coordinating and convening role for development partners as well.

Tier II of the Corporate Scorecard measures results achieved by countries supported by Bank operations under the respective country programs. These results are collected through a bottom-up process from the Bank's operational data systems and documents. All Bank operations have results frameworks with indicators. During the lifetime of an operation, progress in these indicators is tracked through Implementation Status and Results Reports (ISRs), which are updated every 6 to 12 months and captured in the Bank's data systems for reporting. While not all results indicators can be aggregated across operations, a subset of standardized Core Sector Indicators in 24 sectors/themes allow corporate aggregation. The introduction of these indicators in fiscal year 2009 facilitated the

systematic capture of results data. Data also come from the Implementation Completion and Results Reports (ICRs), prepared by staff members and clients after project completion.

SUPPORT TO INSTITUTIONS AND GOVERNANCE

The Bank provides long-term support for strengthening countries' institutions critical to their ability to plan and manage resources effectively, as well as to deliver services, to improve development outcomes (box 2.2). Where transparency and accountability mechanisms are weak or lacking, poor people's needs are often marginalized and development outcomes suffer. In some cases, extremely poor governance and corruption have contributed to financial and economic collapse, public alienation, and even violence, with disastrous consequences for the poor. Thus, improving governance and reducing corruption are crucial to helping poor people escape poverty and helping countries to achieve the MDGs.

Governance and institution-building activities are difficult to quantify. The Corporate Scorecard indicators

Box 2.1:

Ending Poverty through IDA

The International Development Association (IDA) is the World Bank's fund for the poorest. One of the largest sources of aid, IDA is recognized as a game-changer in the field of development, paving the way for others in the most difficult and complex situations. IDA provides support for health, education, infrastructure, agriculture, economic, and institutional development to the world's poorest countries—half of which are in Africa.

The world looks to IDA to address sizeable problems—from relief for highly indebted countries, to reconstruction in Haiti and Afghanistan, to the recent global food and economic crises. No other international institution has the mandate, cross-sector knowledge, and resources to respond to complex global challenges with an exclusive focus on the world's poorest countries.

And IDA is innovative. It helps countries leapfrog traditional energy sources by harnessing solar energy to light homes and power businesses, and deal with the effects of a changing environment while building climate-smart resilience for the long term. IDA is working to help countries integrate women and other vulnerable citizens into society as equals. And IDA is there for the long haul, helping put countries on a path to stability and growth after conflict and other disasters.

With help from IDA, 28 countries—home to 2.1 billion people or 34 percent of the world's population—have “graduated.” Their economic development means they are no longer reliant on IDA support, and many have gone on to become IDA donors. Helping countries build the institutions and capacities to help themselves and putting them on a path to fund their own development is a priority for IDA.

Box 2.2:

Better Public Financial Management through Peer Learning

Conceptualized by the World Bank, the Public Expenditure Management Peer Assisted Learning (PEMPAL) is a network of public expenditure management professionals in governments in the Europe and Central Asia region. The network provides opportunities for members to benchmark their public financial management systems against one another and pursue peer-assisted learning. To

date, 21 of the 30 countries in this region participate in the network, through three communities of practice: the Budget community of practice (BCOP), the Internal Audit community of practice (IACOP) and the Treasury community of practice (TCOP). An evaluation of PEMPAL completed in January 2012 found that it is helping governments better manage their public finances.

for governance measure the number of countries that have strengthened the performance of their public sector management systems with the Bank's support. According to these measures, during fiscal years 2010–12 with Bank support, 27 countries strengthened tax policy and administration systems, 11 countries strengthened procurement systems, and 28 countries strengthened civil service and public administration systems (box 2.3, box 2.4). In **Tajikistan**, for example, the Bank supported reforms that introduced a new civil service wage grid for the entire civil service, removing all non-transparent bonuses, linking pay to outside market compensation, and reconciling pay

for similar jobs across the government. In 2010, 2,514 of 3,065 vacancies (82 percent) in the civil service were filled through a competitive recruitment process. Prior to 2006, there was no competitive recruitment system in place. Today, 47 government bodies have access to an automated Civil Service Register, listing approved posts, grades, and their occupants.

Between 2010 and 2012, 57 countries also strengthened their public financial management systems. For example, **Guatemala** has been able to strengthen its public financial management system with programmatic support from the World Bank. The adoption of modern technologies

Box 2.3:

Improving Governance in a *Hurry* (*Alagoas Tem Pressa*)

Between 1985 and 2006, growth in the state of Alagoas, averaged only 1.8 percent, the lowest in Brazil's Northeast region. The state also experienced one of the most difficult fiscal situations in Brazil as excessive personnel expenditures caused continuous deficits and high indebtedness. This hampered the state government's ability to invest and constrained its capacity to provide adequate economic infrastructure and public service delivery. Fiscal constraints caused a downward spiral, whereby weak state capacity led to a reduction in the quality of public services, lower economic growth and revenues, and a more precarious fiscal equation. The financial support provided by a World Bank development policy loan from 2007 to 2011 gave immediate relief to the state's financial situation. In addition, as evidenced by the Public Expenditure and Financial Accountability (PEFA) framework, the state government improved

its budget process. Similarly, the government improved its revenue management and the decision-making process for expenditures. These improvements led to improved fiscal outcomes, such as increased primary surpluses from R\$408 million in 2008 to R\$497 million in 2010; reduced ratio of debt to net revenues from 197 percent to 162 percent; and increased investments from R\$370 million in 2008 to R\$847 million in 2010. The project also introduced a results-based management system. In 2011 after administrative reform, the government elevated the status of the agency in charge of this task, creating the Department for Management Modernization (Superintendência de Modernização da Gestão) and expanded this successful experience to its flagship programs in the strategy called Alagoas Is in a Hurry (*Alagoas Tem Pressa*).

Strengthening Institutions to Improve Outcomes in Fragile and Conflict-Affected Situations

Fragile and conflict-affected situations face severe development challenges: weak institutions, poor governance, and political and social instability, often accompanied by endemic violence.

World Bank support is delivered under the premise that violence and other challenges plaguing these countries cannot be resolved by short-term or partial solutions in the absence of institutions that provide people with security, justice, and jobs. Building institutions to deliver improved outcomes in these countries is fundamental to delivering on the Bank's goal to end extreme poverty by 2030.

Through IDA and donor trust-funded operations, results are achieved in fragile and conflict-affected situations across a wide range of sectors while basic institutions are being rebuilt, such as:

- In **Afghanistan**, since 2004, 11,000 km of roads have been built by local people, creating jobs as well as improved access to markets, schools, and health facilities for rural residents.
- In the **Democratic Republic of Congo**, 2.7 million girls were enrolled in schools in 2012, up from 191,000 in 2002.
- In **Nepal**, full immunization coverage rose from 43 percent in 1996 to 87 percent in 2011.
- In the **Solomon Islands**, over 4,500 jobs were created between 2010 and 2012, of which 57 percent are for women and over half for youth.

yield reliable, timely, and detailed financial information at all levels. Since 2002, 1,200 government banking accounts have been eliminated and replaced by a single treasury account. Since 2004, government websites have been publishing detailed and current data on government financial activities. Since 2009, there are internal auditing units in a majority of agencies to strengthen preventive risk management. And since 2011, a public procurement system registers vendors, publicizes tendering, takes electronic bids, and reports on contract awards. These and other measures have cut Guatemala's costs and changed business practices, allowing it to formulate, execute, and account for results-focused budgets.

In addition, in fiscal years 2008–12 the Bank provided support to 13 countries to strengthen their national statistical systems. For example, the Bank used a combination of advice and capacity building to help **Kazakhstan** revamp its national statistical system and better link it to the decision-making process. During 2006–12, the Bank also helped 72 countries improve transparency, accountability, and access to information.

In 2012, the Bank provided support to 85 countries in the areas of asset, liability, and risk management. This includes services and transactions to preserve or enhance the value of national financial assets and strengthen the capacity of official sector asset managers to manage

such assets. It also includes assistance to help countries strengthen sovereign and sub-sovereign government's debt management capacity and mitigate financial and other exogenous risks such as interest rate and currency risks, natural disasters, and commodity price volatility.

The Bank is an active player in global initiatives for greater transparency and governance, such as the Extractive Industries Transparency Initiative (EITI) and the Construction Sector Transparency Initiative, building partnerships with other development agencies, civil society groups, and governments. The Governance Partnership Facility and other financing instruments are providing support for combating corruption in resource-rich economies and encouraging greater transparency and accountability in the oil, gas, and mining sectors. In countries like **Ghana, Malawi, Mongolia**, and the **Democratic Republic of Congo**, the Bank is working with government, industry, and civil society to promote good governance, using a combination of grants, trust funds, and development policy loans. And the Bank has been a driver of the Stolen Asset Recovery (StAR) Initiative, in partnership with the United Nations Office on Drugs and Crime.

Complementing conventional efforts to strengthen public institutions to improve governance, the Bank helps countries set up systems to ensure that citizen voices are heard. There is evidence that under the right conditions,

How Does the Bank Help Countries Tackle Development Challenges?



A few examples:

- ➔ **By modernizing long-standing practices.** *How to increase tourism while protecting Tunisia's cultural heritage?* The Bank helped the country improve management of cultural and historical sites to provide the tourism sector with alternatives to the traditionally “sea, sun, and sand” package of the Northern coastal areas. Three world-class museums and an interpretation center were built or expanded, ticketing and revenues from museums were digitalized, and 270 museum personnel were trained in sustainable cultural management, including the promotion of cultural tourism.
- ➔ **By uncovering hidden opportunities.** *How to ensure that low-income populations who are currently out of the reach of global markets have access to life-changing products and services?* The Bank's **Indonesia** Green Innovation Pilot Program uncovered 35 problems related to clean energy in rural communities that could lead to large-scale business opportunities. The solutions with the most potential were turned into business concepts for new products and services and were pitched to some 300 businesses in Indonesia and worldwide. Two businesses were competitively selected to receive design and business support in return for their investments.
- ➔ **By embracing new approaches.** *How to provide access to infrastructure to the hard-to-reach dispersed rural populations and small settlers of Chile?* Through

technical assistance, the Bank helped devise a model that linked infrastructure development to income-generating activities, a low-cost, self-financing approach that maximizes social impact on investment. In addition to adapting this model to 185 geographical areas in the country through 45 Territorial Development Framework Plans, the Bank helped mobilize funding for 27 productive activities (i.e., studies, training, and irrigation).

- ➔ **By solving intractable problems.** *How to ensure access to electricity for Mongolia's nomadic herders?* Since 2006, the Bank has supported the country to enhance the National 100,000 Solar Ger (Yurt) Electrification Program. Over 67,000 solar home systems were sold to herders between 2006 and 2012, reaching herders in every province of the country. Between 60 and 70 percent of Mongolia's nomadic herders now have access to electricity.

“We used to manage life with candles and oil lanterns. The change in herders' life between then and now is like night and day.”

— Herder Baatar Khandaa

citizen involvement can contribute to better government policies, and performance, and hence better development outcomes. Over the years, the Bank has supported a range of social accountability initiatives across all regions. For example, in **Morocco**, local committees of civil society representatives and elected government officials prioritize community needs in local development plans; in **Armenia**, the Bank partnered with a local non-governmental organization to build the capacity of civil society groups to use participatory monitoring tools to improve service delivery; and in the **Philippines**, an interactive map of public education facilities allows beneficiaries to provide feedback on the use of resources, state of facilities, and teacher attendance. In 2012, the Bank launched the Global Partnership for Social Accountability (GPSA) aimed specifically at improving development results by supporting capacity building for enhanced beneficiary feedback and participation.

SUPPORT TO HUMAN DEVELOPMENT AND GENDER

Bank support has contributed to results in education, health, and social protection, especially for women and girls (box 2.6). The Bank is also a leader in promoting global collective action in these areas.

EDUCATION

IDA support for education rose to an average of \$1.7 billion a year during fiscal years 2010–12 from an average of \$1.0 billion during fiscal years 1995–2009. The overarching goal of the Bank's support to countries in education is not just schooling, but also learning. Growth, development, and poverty reduction depend on the knowledge and skills that people acquire, not the number of years that they sit in a classroom. At the individual level, while a diploma may open doors to employment, it is a worker's skills that determine his or her productivity and ability to adapt to new technologies and opportunities. With global success in provision of primary education, the Bank has stepped up focus on the development of quality education systems that result in improved learning. Bank financing in **Sri Lanka** helped increase the proportion of students completing basic education from 73 percent for boys and 83 percent for girls in 2005 to 89 percent for boys and 93 percent for girls in 2010, with students scoring better in Mathematics and English across the country's nine provinces. Sri Lanka's first national assessment of learning outcomes conducted in 2003, gave the country an objective measure of the cognitive achievement of

Box 2.6:

Equitable Access to Basic Education in Afghanistan

Conflict and subsequent Taliban rule destroyed **Afghanistan's** education system, and girls were forbidden to attend school. Funding for the Bank-supported Education Quality Improvement Program (EQUIP) I and II has changed this. Today, girls' enrollment is 2.7 million, up from less than 200,000 in 2002, and boys' attendance is about 4.4 million, up from less than a million, reaching a total of 7.1 million children in school. EQUIP II, supported by the Afghanistan Reconstruction Trust Fund (ARTF) and the Bank, constructed or rehabilitated hundreds of schools, and more are planned with additional financing. The program also trained more than 100,000 teachers. An estimated 1.17 million students are currently studying in EQUIP II-supported schools, nearly 40 percent of them girls.

its students. This knowledge enabled the Government to introduce a resource distribution formula for quality inputs that would increase public resources allocated to the poorest schools relative to the richest schools.

At the same time, Bank emphasis has remained on the global MDG targets for school completion and gender parity goals. With Bank assistance, **Senegal** implemented in 2002–12 a 10-year development program for education that reduced gender disparities—the gender parity index improved from 0.95 in 2005 to 1.15 in 2012 across all levels.

The Bank has supported the recruitment and training of more than 4 million primary teachers since 2002 (figure 2.1), including more than 6,000 in **Nigeria** between 2007 to 2011, in an effort to boost school attendance and quality. Bank-supported learning assessments during 2008–12 in 40 countries, such as **Estonia** and **Peru**, led to more effective education systems. These assessments provide education decision-makers with systematic information about the status of students' learning and the extent to which students attain predefined standards or proficiencies.

In 2012, the Bank financed 21 projects that supported disadvantaged children. For example, with Bank support **Bangladesh** has made remarkable progress in girls'

education, with 98 percent of girls enrolled in primary school today. Enrollment of girls in secondary schools has also risen to more than 6.0 million from 1.1 million in 1991. As of 2013, the Bank has introduced the Systems Approach for Better Education Results (SABER) in more than 100 countries. SABER's analytic tools help countries derive a detailed, comparable, learning-focused analysis of the quality of their education policies. In **Jordan**, SABER was used in the implementation of the Education Reform for Knowledge Economy II project supported by the Bank, one of the first such applications in the Middle East.

HEALTH

The Bank remains committed to helping countries improve health and nutrition, especially for women and children, by strengthening health systems, expanding access and quality, improving financial protection for the poor, and controlling disease. The Bank plays a leading role in generating knowledge on the impact of health investments on maternal and children's health outcomes by currently supporting, for example, 30 impact evaluations in 29 countries.

Bank support for health, nutrition, and population programs rose to an average of \$2.4 billion a year during fiscal years 2011–12 from an average of \$1.5 billion during fiscal years 2004–07. Since 2002, the Bank has helped countries provide nearly 66 million people with basic packages of health, nutrition, or reproductive health services; immunize approximately 497 million children (figure 2.2); and provide antenatal care to more than 188 million pregnant women. For example, the Bank supported an expansion of access to quality primary health care in **Armenia** that resulted in an increase in the population served by qualified family medicine practices to 85 percent in 2010 from 17 percent in 2004.

Since 2002, Bank commitments have also supported the delivery of antiretroviral therapies to 1.4 million adults and children with human immunodeficiency virus (HIV), provided 125.0 million children with doses of vitamin A, and purchased or distributed about 35.0 million mosquito nets to prevent malaria. For example, in the **Central African Republic** the Bank supports a multi-sector emergency program to respond to urgent social needs, such as prevention of malaria, increased access to water supply, improved primary education, and access to HIV prevention and treatment. As of 2012, 118,862 people were tested for HIV, and antiretroviral treatment was provided to 1,719 people. About 100,000 insecticide-treated nets were

distributed to pregnant women and children under age 5 to prevent malaria.

The Bank has financed the training of about 2.7 million health personnel worldwide since 2002 to improve the quality of service delivery (figure 2.3). In **Sudan**, for example, the Bank supported training of 2,240 primary health care workers and development of midwifery training schools across the country through the World Bank–administered Sudan National Multi-Donor Trust Fund. Midwifery training schools, medical kits, and subsidies for free care increased the number of assisted deliveries from 23 percent in 2010 to 51 percent in 2012 and the percentage of pregnant women attending at least one antenatal consultation from 59 percent to 69 percent over the same period.

The health sector of the World Bank was an early adopter of results-based financing, which pays for outputs and outcomes (such as the percentage of women receiving antenatal care or having trained health workers deliver their babies) rather than inputs or processes (such as training, salaries, and medicine). Since 2007, Country Pilot Grants have been made available from the Health Results Innovation Trust Fund (HRITF) to diverse countries to develop results-based projects. In **Argentina**, *Plan Nacer*, a social insurance program, aims to increase the use of health services by pregnant women and children under age 5. Nearly 1.5 million previously uninsured pregnant women and children now have basic health insurance and secure access to services. An early evaluation in 2011 indicates that since 2007, the program increased the probability of a first antenatal care visit before week 13 of pregnancy by 8.5 percent, and before week 20 of pregnancy by 18 percent; the number of antenatal checkups rose by 17 percent; and infant mortality began to decline and has fallen 20 percent since 2002, particularly in the poorest provinces.

SOCIAL PROTECTION

Social protection and labor policies and programs are designed to improve people's ability to manage risk. In response to the financial, food, and fuel crises, the Bank almost tripled its support for safety nets and other social protection and labor programs from an annual average of \$1.6 billion in fiscal years 1998–2008 to an annual average of \$4.3 billion in fiscal years 2009–11. The IEG assessed Bank-financed safety nets positively for maintaining project quality while also responding quickly.

The evaluation also shows that the Bank played an active role in promoting knowledge and best practices about safety nets globally and regionally, using, among

Figure 2.1

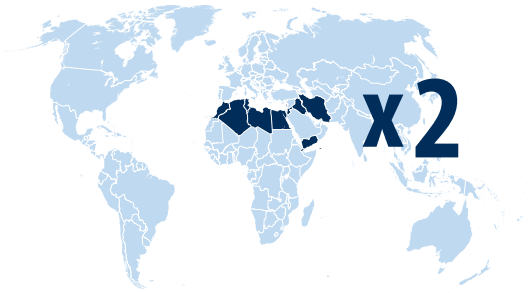
WITH BANK SUPPORT:

4 MILLION
PRIMARY TEACHERS
TRAINED OR RECRUITED
SINCE 2002

EQUIVALENT TO:



17% OF PRIMARY TEACHERS
IN THE DEVELOPING WORLD



TWICE THE NUMBER OF PRIMARY TEACHERS
IN THE MIDDLE EAST AND NORTH AFRICA

Figure 2.2

WITH BANK SUPPORT:

497 MILLION
CHILDREN IMMUNIZED
SINCE 2002

EQUIVALENT TO:



30% OF CHILDREN IN
THE DEVELOPING WORLD



TWICE THE NUMBER OF CHILDREN IN
LATIN AMERICA AND THE CARIBBEAN

Figure 2.3

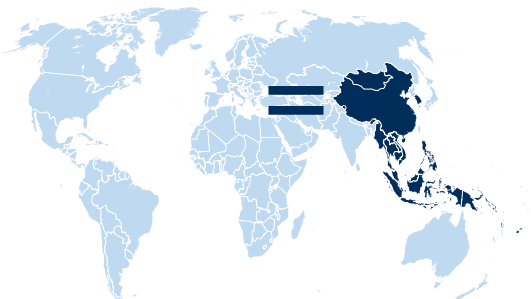
WITH BANK SUPPORT:

2.7 MILLION
HEALTH PERSONNEL
TRAINED SINCE 2002

EQUIVALENT TO:



16% OF HEALTH PERSONNEL
IN THE DEVELOPING WORLD



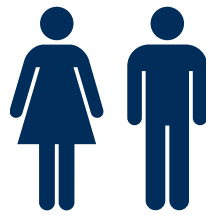
THE NUMBER OF DOCTORS
IN EAST ASIA AND THE PACIFIC

Figure 2.4

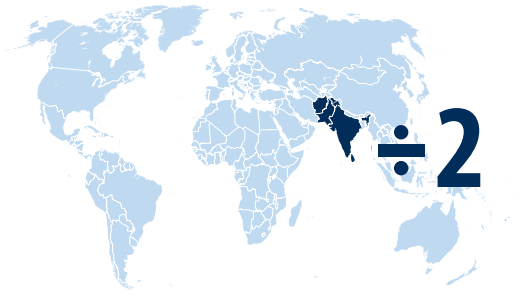
WITH BANK SUPPORT:

267 MILLION
PEOPLE BENEFITED
FROM SOCIAL SAFETY
NETS SINCE 2005

EQUIVALENT TO:



21% OF PEOPLE LIVING UNDER
\$1.25 IN THE DEVELOPING WORLD



HALF THE NUMBER OF
POOR PEOPLE IN SOUTH ASIA

Figure 2.5

WITH BANK SUPPORT:

188 MILLION
WOMEN RECEIVED
ANTENATAL CARE
SINCE 2002

EQUIVALENT TO:

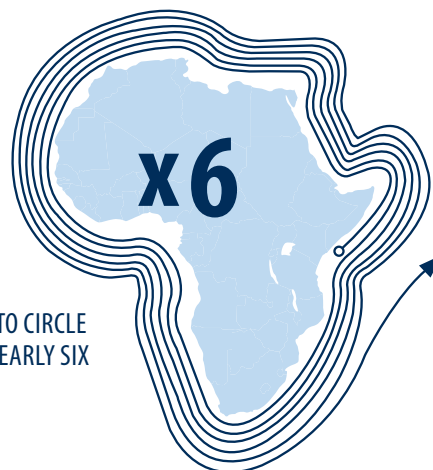


HALF THE WOMEN RECEIVING
ANTENATAL CARE IN
SUB-SAHARAN AFRICA

Figure 2.6

WITH BANK SUPPORT:

189,000 km
OF ROADS CONSTRUCTED
OR REHABILITATED
SINCE 2002



ENOUGH TO CIRCLE
AFRICA NEARLY SIX
TIMES

other things, conferences, learning exchanges, and study tours. Knowledge services are a critical component of support to the safety nets agenda, particularly where implementation capacity is weak. From 2009 to 2012, the Bank conducted a total of 60 safety net assessments, covering 40 countries, for example, in the **Republic of South Sudan** and **Timor-Leste**.

Between 2005 and 2012, Bank-supported safety net projects directly benefited 267 million people (figure 2.4), primarily through conditional cash transfer programs, other cash assistance transfers, and public works. In the **Republic of Yemen**, for example, Bank support was instrumental in reaching an additional 460,000 households by the Social Welfare Fund cash transfer program (equivalent to 6.9 million people) in 2011.

GENDER

Over the past decade, data shows that Bank support is enabling countries to reach women and girls with development programs and assistance. Since 2002, more than 188 million women received antenatal care under Bank-supported programs (figure 2.5), and between 2006 and 2012, 183 million women and girls benefited from social protection programs and other targeted schemes. When safety nets include productive components for women, they can increase household income and have other multiplier effects. For example, women are more likely to invest cash transfers in the education, nutrition, and housing of their children than men.

The Bank's approach to gender has evolved in recent years from being primarily focused on human development to a more comprehensive approach that encompasses women's economic opportunities, voice, participation, and agency. In **Lao People's Democratic Republic**, for example, a rural electrification project revealed that 20–40 percent of rural households, nearly half of them headed by women, were not connected due to up-front connection costs. The program was revised to provide subsidies targeted to the poor, with gender-sensitive criteria. Connection rate among female-headed households rose from 67 percent in 2006 to 95 percent in 2012.

SUPPORT TO SUSTAINABLE DEVELOPMENT

The World Bank helps countries design and implement programs and policies that advance sustainable development to ensure lasting poverty reduction. Sustainable development rests on a balanced consideration

of social, environmental, and economic goals in public and private decision-making.

INFRASTRUCTURE

The Bank's strategy for infrastructure focuses on developing infrastructure to help client countries accelerate growth and move toward a more sustainable development trajectory. Such projects can be regional or can connect countries with power grids, broadband, transportation corridors, and large-scale renewable energy. A second focus is on mobilizing additional private capital through public-private partnership arrangements and guarantee instruments. In fiscal year 2012, World Bank-financed infrastructure projects leveraged \$4.2 billion from other sources, including the private sector (\$1.3 billion), other multilateral development banks (MDBs) (\$1.8 billion) and others (\$1.0 billion). Nearly half of this mobilization was achieved in IDA projects. Most of the mobilization of private capital was done through guarantees, and nearly half of it was achieved in IDA projects.

Bank support for infrastructure rose to an average of \$19.5 billion a year during fiscal years 2009–12 from an average of \$8.2 billion during fiscal years 2004–07. The pace of expansion accelerated during the recent crisis as many countries chose to maintain infrastructure spending in order to shore up short-term employment. Average lending per infrastructure project in fiscal years 2009–11 was \$147 million, an increase of about 60 percent over \$89 million in fiscal years 2006–08.

In the transport sector, the Bank emphasizes integrated transport solutions that are safe, clean, and affordable. Since 2002, Bank-supported projects constructed or rehabilitated more than 189,000 km of roads (figure 2.6). In **Tanzania**, for example, the Bank supported improvements in 45 percent of Tanzania Mainland's 86,472 km of roads and Zanzibar's 16,000 km roads from 2002 to 2010, which has enhanced the country's capacity to harness its agricultural resources and improved its position as a trade and transit hub for landlocked neighbors.

Energy projects aided by the Bank resulted in the construction or rehabilitation of over 114,000 km of transmission and distribution lines and about 19,000 megawatts of generation capacity since 2002 to improve access to conventional reliable energy (box 2.7). For example, support from the World Bank in 2000–12 helped **Ethiopia** expand electricity to community services in about 4,300 towns and villages, bringing streetlights, local flour mills, water pumping and irrigation installations, telecommunications, businesses, schools, and clinics to

Box 2.7:

Financing for Renewable Energy Hits Record High in 2012

The World Bank Group approved a total of \$3.6 billion in financing for renewable energy projects in fiscal year 2012, representing a record 44 percent of annual energy lending. Looking only at power generation projects approved in 2012, renewables accounted for an even larger share—84 percent. A good example of how the Bank has worked in partnership with a country to expand access *and do it sustainably* is **Vietnam**. In 1993, only 14 percent of Vietnam’s rural population had access to electricity. Today that proportion is 95 percent. A third of the power comes from hydro, 40 percent from natural gas, and just 19 percent from coal—a proportion in decline. Although annual carbon emissions have grown from 0.4 kilograms per capita to 1.3 kilograms, they are not due to household electricity, which accounts for just 20 percent of power usage. The World Bank supported this sustained rural electrification drive with technical assistance and IDA financing.

more than 30 million people. In **Mexico**, the Bank and other partners have helped distribute almost 23 million free energy-saving lightbulbs nationwide since 2010, allowing more than 5.5 million families to use energy-saving lamps resulting in estimated savings of 1,400 gigawatt hours in 2010–12.

Since 2002, Bank-supported projects have provided 145 million people with access to improved water sources and nearly 10 million people with access to improved sanitation facilities. The Water and Sanitation Program (WSP), a multi-donor partnership administered by the Bank, supports 19 Sub-Saharan African governments and 9 Asian governments in assessing the impacts of poor sanitation on national economies through the Economics of Sanitation Initiative. With support from the Water Partnership Program (WPP), the Bank has championed an innovative Integrated Urban Water Management (IUWM) approach that was piloted in seven cities in Latin America over the last three years with investments and technical support. An IUWM

approach was also recently used in **Azerbaijan** and is currently being piloted in **Kenya**.

Bank operations in water and sanitation are tailored to the needs and capacities of specific countries. In post-conflict or post-disaster situations, the Bank helped affected countries’ institutions to rehabilitate critical infrastructure and respond to basic needs. For example, **Haiti**, drawing upon expertise and funding from the Bank and the State and Peace-Building Fund, has delivered access to safe drinking water to more than 33,000 people in rural areas, and improved sanitation conditions with the construction of school latrines for 3,700 students and teachers in six communities between 2006 and 2013. In other countries, Bank support is concentrated on strengthening institutional capacities at the state and local levels and promoting sustainable utilities.

In more than 100 countries, the Bank has financed development of the information and communication technology (ICT) sector with privatization, regulatory reform, institutional capacity building, modernization of government service delivery, and expanded broadband connectivity. Improved connectivity and access drive telecommunications prices down, spurring growth. A 2011 IEG assessment found that countries with World Bank Group support for ICT policy reform and investments increased competition and access to ICT services faster than countries without it. Since 2007, the World Bank Group has strengthened its support for public-private ventures for broadband and high-speed Internet, reducing retail prices and increasing service use—in some cases by a factor of 10. World Bank Group support for ICT sector reforms helped attract an estimated \$30 billion in private investment for mobile network infrastructure in IDA countries. For example, in 2001 the Bank helped **Nicaragua** privatize the telephone company, introducing competition to the sector by 2005. These changes helped bring about a tenfold increase in mobile subscriptions by 2010. Total telephone penetration (fixed plus mobile) increased from 6 percent in 2001 to 25 percent in 2005 and to more than 60 percent by 2008. In **Samoa**, the Bank supported the telecommunications and postal sector reform during 2002–12 that provided 165,500—some 90 percent of the population—with access to mobile phones as a result of increased competition and more effective regulation.

AGRICULTURE AND FOOD SECURITY

With 75 percent of the world’s poor living in rural areas and most involved in farming, supporting agriculture remains key to achieving economic growth and poverty

South-South Knowledge Exchange

Today knowledge is everywhere, flowing from entrepreneurs in Delhi to citizens in rural Mexico to civil society in Lagos to policy makers in Sarajevo. With its global reach, the World Bank Group is ideally positioned to connect and convene multiple stakeholders from around the world, brokering knowledge exchange across institutional boundaries. The *South-South Knowledge Exchange (SSKE)* program is an instrument that helps countries learn directly from each other. For example, the Bank has supported ABES, a water agency in **Brazil**, to become a wholesale knowledge

hub for Brazilian experience with water resource management. The Bank also helped **Belize** and **Honduras** to learn from two successful conditional cash transfer programs: *Oportunidades* in **Mexico** and *Programme of Advancement through Health and Education (PATH)* in **Jamaica**. Using a unique approach, the World Bank helped organize the exchange as a double South-South exchange: policy makers and social program administrators in the four nations helped each other explore critical success factors for conditional cash transfer programs, both well established and more recent.

reduction, especially in Africa. Since 2002, the Bank has supported improved irrigation or drainage in more than 3.5 million hectares of land, and has helped 2 million farmers to adopt new technologies. A 2011 IEG evaluation found that the requirements for successful agricultural ventures are multifaceted, with a key role for the private sector, and dependent on relevant facets functioning together effectively.

In response to the 2008 food crisis, the Bank ramped up its support to agriculture, focusing on raising productivity, reducing risk and vulnerability, improving non-farm rural income, and strengthening the governance of natural resource use. The Global Food Crisis Response Program (GFRP) financed operations amounting to more than \$1.6 billion in 49 countries, reaching an estimated 66 million people. With GFRP support, more than:

- 922,000 children benefited from school feeding programs;
- 292,000 pregnant and lactating women received nutritional supplements and education;
- 696,000 children received nutritional interventions;
- 1,743,000 people were employed as part of cash or food-for-work programs;
- 419,000 households benefited from cash transfer programs;
- 243,000 people received food rations;
- 8,468,000 farm households received seeds and fertilizers;

- 204,000 farm households benefited from technical training, adoption of technology and post-harvest management; and
- 14,000 farmers benefited from agriculture tools.

In **Benin**, for example, maize production increased by an additional 53,897 tons between 2008 and 2009 due to provision of fertilizers. In the **Republic of Yemen**, 36,000 people got temporary employment in public works during 2009 to boost their ability to spend in basic food consumption. In addition to alleviating the needs of the crisis, the GFRP supported the adoption of agricultural policies to increase resilience in the future through development policy financing in 13 countries. A 2013 IEG evaluation of the World Bank Group's response to the global food crisis indicated that these impacts could have been further enhanced by larger amounts of financing as many countries only received small amounts of support relative to the magnitude of the crisis impact. In addition, having social safety net systems in place before the crisis hit would have further helped to protect vulnerable households and individuals.

CLIMATE CHANGE AND THE ENVIRONMENT

To meet the climate challenge, the World Bank supports country-led development strategies aimed at adaptation and mitigation action, while helping countries seize new economic, capacity-building, and financing opportunities that arise from the global climate change agenda (box 2.9). Nearly 40 percent of all World Bank lending projects approved in fiscal year 2012 are expected to contribute

to climate change adaptation, mitigation, or both in more than 50 countries. This amount represents almost a doubling from the 22 percent share of climate-related projects in World Bank lending since fiscal year 2011. All IDA Country Assistance Strategies discussed climate change in 2011 and 2012.

The World Bank has developed innovative partnerships to mobilize additional resources to finance climate action. The most notable have been the \$7.2 billion Climate Investment Funds (CIFs), which are instrumental in advancing clean investment and climate resilience. A **China**–World Bank partnership, initiated in 1993 in support of the phase-out of ozone depleting substances (ODS), has channeled more than \$500 million to eliminate more than 183,000 ozone depletion potential tons of ODS in China's production and consumption sectors. This achievement represents a significant contribution to the recovery of the stratospheric ozone layer.

The Bank has pushed the frontiers of innovation in carbon markets and results-based finance of mitigation activities. It launched five post-2012 carbon initiatives—the Forest Carbon Partnership Facility (FCPF) aiming to reduce emissions from deforestation and forest degradation, the Carbon Partnership Facility (CPF), the Partnership for Market Readiness, the Carbon Initiative for Development and the Bio Carbon Fund Tranche 3.

Responding to client priorities, the World Bank has strengthened the operational links between climate adaptation and disaster risk management. The Global Facility for Disaster Reduction and Recovery (GFDRR), a trust-funded global partnership hosted by the World Bank, serves as a disaster risk reduction knowledge hub and the Bank's rapid disaster response facility. Between 2006 and 2012, the Bank and GFDRR supported 102 countries. In the **Caribbean**, for example, the Caribbean Catastrophe Risk Insurance Facility—designed to reduce the impact of natural disasters by providing member countries with insurance payouts sufficient to cover short-term liquidity needs in the aftermath of an earthquake or hurricane—has made total cumulative payouts of \$32 million within a maximum of three weeks after natural disasters.

Over the past 20 years, the Bank has supported biodiversity projects in 122 countries. Biodiversity can be an engine of inclusive green growth to foster strong local economies and healthy communities. The biodiversity portfolio in fiscal year 2013 represents more than \$4 billion in investments, complemented by almost an additional \$4 billion leveraged through co-financing. A

substantial amount of this investment has been dedicated to protected areas. With Bank support, **Zambia** recovered and further protected the Kafue National Park (KNP), one of the largest national parks in the world with 2.3 million ha. Between 2004 and 2011, the KNP management practices were improved, with revenues rising tenfold. Increasingly, Bank interventions are focusing on mainstreaming attention to biodiversity within the larger landscape and seascape. From 2005 to 2012, the Bank supported **Namibia's** establishment of a platform for governance of the broader coastal land and seascape, culminating in the approval of a National Policy on Coastal Management in 2012. Extending 1,570 km, Namibia's ocean resources have one of the highest primary production rates in the world, including many globally threatened species.

SUPPORT FOR FINANCE, PRIVATE SECTOR DEVELOPMENT, AND TRADE

In the aftermath of the global economic crisis, Bank support for activities that expand opportunities for private sector development are particularly relevant. In crises, enterprises cannot get financing and households confront the disappearance of income-generating opportunities. Financial crises also result in the loss of assets, with the poor often hardest hit. As part of the crisis response, Bank-funded credit lines supported more than 1,200 small and medium enterprises (SMEs) in **Turkey**; and they financed 61 exporters in **Croatia**, increasing export levels by 47 percent. Private sector investment and expansion are critical for the creation and preservation of jobs, and the Bank works to enhance competition; unleash innovation and encourage entrepreneurship; and build the environment to attract private investment in infrastructure, capital, and research and development (box 2.10). In **Madagascar**, a \$100 million IDA Growth Pole project supporting business climate reform, capacity building, and infrastructure rehabilitation helped catalyze nearly \$400 million in private investment. Overall, investment climate programs in **Burkina Faso, Liberia, Rwanda, and Sierra Leone** have resulted in 51,500 new jobs, 23,000 business registrations, and \$13.2 million in cost savings to the private sector after two to three years of implementation.

The Bank works with internal and external partners and international standard setters to balance regulatory requirements with developmental needs and to put development issues on standard-setting boards' agendas. For example, the Bank engages with the Financial Stability Board (FSB) on the effects of the new Basel capital and

How Does the Bank Help Countries Manage Their Natural Capital?



A few examples:

➔ **By supporting green reforms.** In **China**, the Liuzhou Environment Management Project supported regulatory reforms of industrial wastewater pollution control and financed priority investments in sewerage networks, wastewater treatment plants, public toilets, a solid waste transfer station, and waste collection stations. As a result, the wastewater treatment rate in Liuzhou City increased from 15 percent in 2005 to more than 75 percent in 2011. The water quality in the Liujiang River downstream was maintained at Class III, guaranteeing the safety of the city's main water source. The 1.2 million residents in Liuzhou City, as well as those in the towns and counties at the downstream of the Liujiang River, benefited from improved river water quality and environment.

➔ **By instilling new behaviors.** In **South Africa**, a biodiversity conservation project effectively used economic incentives to induce changes in land user behavior in favor of conservation stewardship. It resulted in successfully expanding the area of terrestrial habitats under conservation management from 1,054,033 hectares (ha) in 2004 to 1,953,246 ha in 2010, through expansion of traditional protected areas and establishment of three mega-reserves (Baviansloof, Garden Route, and Cederberg). The project also resulted during the same period in an increase of endangered

and critically endangered ecosystems under conservation from an initial 16,115 ha to 61,603 ha (a 282 percent increase) through stewardship agreements with private landowners and communities.

➔ **By protecting key resources.** In **Turkey**, the Bank supported a participatory approach to natural resource management in Anatolia that led to improvements in rural livelihoods. Rehabilitation of degraded rangelands and watersheds increased household incomes from micro-catchments by 53 percent between 2005 and 2012. Rehabilitation of degraded rangelands through rotations and introduction of organic matter, as well as tree planting activities, increased vegetative cover by 77 percent and soil fertility on sloping lands (measured by crop productivity) by more than 20 percent during the same period. More than 30 percent of farmers in the region adopted environmentally friendly agricultural practices, reducing soil erosion and increasing agricultural productivity.

Using Knowledge to Create Jobs and Boost Productivity in Nigeria

In **Nigeria**, Bank-supported knowledge products brought the public and private sectors together to make informed decisions to create jobs and boost productivity. The *Employment and Growth Study* (World Bank 2009) showed that import bans cannot be enforced and negatively affect productivity of key value chains through higher prices for banned items, while at the same time complicating import clearance procedures leading to port congestion. This helped convince policy makers to replace import bans with tariffs in December 2010. The *Poverty and Social Impact Analysis* showed that replacing import bans by tariffs would lead to a significant decline in the prices of formerly banned consumption goods, including textiles, shoes, and furniture, and thus enhance welfare and the business environment, creating greater

opportunities for job creation. The *Employment and Growth Study's* recommendation on targeted interventions to remove binding constraints to growth in sectors with the highest employment and growth potential—including access to finance, business environment, skills development, physical infrastructure, and trade policy—led to a jobs summit in August 2010 at which the public and the private sector met to agree on the type of needed interventions. The agreement included constructing independent power plants and providing specific access to finance for certain sectors, and also covered the appropriate division of labor between the public and the private sectors. The report's suggestion for cluster-based growth was also taken up in Vision 2020, Nigeria's national development strategy.

liquidity framework on SMEs, long-term finance, policy measures for Global Systemically Important Financial Institutions (G-SIFIs), and the new banking sector corporate and risk governance principles. In addition, the Bank provides targeted assistance to countries to strengthen financial integrity and anti-money laundering efforts. For example, between 2005 and 2013, 195 intelligence reports were sent to law enforcement for investigation and 24 reports were sent to foreign Financial Intelligence Units (FIUs); the Bank also facilitated **Namibia** peer-to-peer influence on **Liberia**, **Sierra Leone**, and **Uganda**.

Developing securities and bond markets is important for both public and private investment for growth and job creation. The Bank supports the development of bond markets in client countries and the expansion of non-Bank financial services such as insurance, housing finance, and pensions. For example, the Bank helped **India** reform its National Agricultural Insurance Scheme—the world's largest crop insurance program with more than 25 million farmers insured—and developed a Weather Based Crop Insurance Pilot program in 50 districts, which covered 400,000 farmers in the first crop season.

Access to financial services allows poor people to build their assets and to make investments to improve their livelihoods. In more than 50 countries, the Bank supports the broadening and deepening of financial markets through the expansion of SMEs; the development of payment and remittance systems, collateral registries,

and credit bureaus; and the creation of supportive regulatory environments. During 2009–12, the Bank had an active loan portfolio of more than \$3 billion, with lending and technical assistance projects in more than 70 countries. During the same period, microfinance and financial institutions benefiting from Bank support had an annual average of 31 million active microfinance loan accounts worldwide. In **Indonesia**, the World Bank has since 2007 provided the Government and Central Bank with data and technical support for the preparation of its new Financial Inclusion Strategy and has provided IDA, IBRD, and trust-fund financing to help extend financial services to an estimated 140 million unbanked Indonesians.

In addition to helping micro, small, and medium enterprises (MSMEs) access finance, the Bank supports the development of the financial infrastructure to scale up inclusion and maintain financial stability. During 2005–11, a Bank-financed program improved the speed and reliability of interbank payments in **Vietnam** from two weeks to within the same day, allowing customers to receive wired transfers within minutes as opposed to days previously. Transactions processed increased from 300–500/day in 2002 to more than 100,000/day in 2010.

Lower trade costs are an important dimension of improved competitiveness. The Bank supports trade corridors, trade facilitation, and logistics focused on reducing inefficiencies along the supply chain. More than two-thirds of World Bank country strategies include

trade-related activities, and the Bank is the largest multilateral provider of Aid for Trade. During 2011–2012, the Bank helped 15 countries successfully apply trade-related diagnostic tools that enabled a comprehensive assessment of the constraints to competitiveness and trade facilitation. From establishing the African Trade Insurance Agency to financing the development of trade corridors in Southeastern Europe, Northern Africa, and Central Asia, the World Bank has brought to bear financing, assets, and technical expertise on the reduction of physical trade barriers.

As illustrated in this chapter, the increasingly complex and interlinked nature of development solutions requires

working beyond traditional boundaries. With such issues as climate change and economic crises cutting across national boundaries, the World Bank increasingly recognizes the importance to support global and regional collective action (box 2.11, box 2.12). Synergies between the World Bank's traditional public sector focus and the private sector focus of IFC and MIGA are becoming more valuable, given the growing complementarity of roles for public and private sector activities in development. In addition, partnerships with other providers of development finance, as well as with other development stakeholders, both international and recipient-country-based, are increasingly key to effective interventions.

Box 2.11:

Promoting Integration through Knowledge

The Bank is engaged in collaborative work that brings in a diversity of viewpoints and contributes to policy dialogue and public debate in client countries. A notable example is a 2012 report produced jointly by the Bank and Bruegel—a Brussels-based think tank. *Golden Growth: Restoring the Lustre of the European Model* (Raiser and Gill 2012) takes a bird's-eye view of the European economic model over the past 50 years and argues that the concept of integration should be reformed, rather than abandoned. The Polish government inspired the work on this report in preparation for its presidency of the European Union in the

second half of 2011. The Polish Presidency's report to the European Council in October 2011, *Towards a New Consensus on Economic Growth* (Ministry of Foreign Affairs of the Republic of Poland 2011), previewed some of the report's conclusions. These in turn are informed by the successes of countries in Europe and around the world in policy areas that are pertinent to the region today. The report is prepared not necessarily for a European audience but for policy makers across the globe following events in Europe. The more the Bank combines its strengths with others, the greater the collective development impact.

How Does the Bank Help Countries Partner with Others?



A few examples:

- ➔ **By leveraging resources.** In Africa, the World Bank works with regional organizations such as the Regional Economic Councils, as well as multilateral initiatives such as the African Union's Programme for Infrastructure Development in Africa, and the donor-coordinated Infrastructure Consortium for Africa. Within the World Bank Group, the IFC provided upstream advisory work to the Government of **Kenya**, in addition to debt financing in the Rift Valley Railways Consortium, while IDA provided Partial Risk Guarantees to the investor for termination risks and financed the East Africa Trade and Transport Facilitation Project. The success of this type of partnership is acknowledged by the Euromoney Award in 2007 for the "Africa Infrastructure Deal of the Year."
- ➔ **By administering funds.** In **Tajikistan**, with funding from the European Union (EU) Food Price Crisis Response Trust Fund administered by the Bank between November 2010 and December 2011, more

than 402,000 man/days of work were created for 10,600 people providing an average income of roughly \$230 per person and benefiting approximately over 302,000 people among the most food insecure rural population. The renovated infrastructure included 1,820 km of irrigation canals and 317 km of collector and drainage canals, producing 44,276 ha of higher-quality irrigated arable land.

- ➔ **By convening key stakeholders.** **InfoDev**, a World Bank global partnership program, facilitates a network of approximately 400 business incubators in more than 100 countries. These incubators provide support to early-stage entrepreneurs and firms—offering mentoring, work space, and, often, seed funding. This network has catalyzed more than 25,000 firms, and almost 250,000 jobs have been created over the last decade.



Chapter 3

TIER III: Development Outcomes and Operational Effectiveness

How Effectively Is the Bank Managing the Performance of Its Activities to Achieve Results?

This chapter reviews the overall effectiveness of Bank activities in achieving their development goals. It also examines the effectiveness of Bank operations, including the quality and results orientation of its operations and knowledge activities, the performance of its lending portfolio, the mainstreaming of strategic priorities in its operational work, client feedback on its operations and knowledge work, and the use of country systems.

Tier III: Development Outcomes and Operational Effectiveness

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

III-B: Operational Effectiveness

LENDING OPERATIONS

Ensuring Sound Quality and Portfolio Performance

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

Managing Operations for Results, Monitoring, and Evaluation

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

Gender Mainstreaming

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

KNOWLEDGE ACTIVITIES

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

USE OF COUNTRY SYSTEMS

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

LEGEND

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

Note: CAS=Country Assistance Strategy; CPS=Country Partnership Strategy; PD=Paris Declaration. Definitions available in appendix A.

The Bank's policies, systems, and processes reinforce its emphasis on results. They include quality assurance, monitoring of results and performance, and systematic self-evaluation, complemented by ex post facto independent evaluation of strategies and activities by IEG.

DEVELOPMENT OUTCOMES

IEG's evaluations of projects exiting the portfolio in fiscal year 2010 (that were approved about five to seven years prior) indicate that the share of investment lending operations by number that had satisfactory outcomes at completion declined from 76.8 percent in 2008 to 69.1 percent in 2010. The reasons for this trend are multiple and interconnected, such as deterioration in project design and readiness for implementation; signs of stress in providing adequate implementation support; changes in the IEG methodology and increased attention to the monitoring and evaluation (M&E) rating that were exercised on projects designed prior to the introduction of the improved evaluation methodology; and in part from portfolio composition variation over the years that related to country composition and additional financing. While there are significant variations across countries and sectors, larger operations perform better than smaller operations, and development policy lending operations have demonstrated consistent strong performance.

The Bank is drawing on such lessons to help strengthen the development results of the client interventions it supports. Over the last two years, the Bank has taken steps to ensure that quality of operations and sound development outcomes can be improved, including:

- the introduction of a risk assessment tool for individual operations to help Bank staff and clients better balance expected results and the risks to those results;
- the modernization and consolidation of investment lending policies;
- the launch of the Bank Operational Core Curriculum training program, providing comprehensive and readily available training to staff on the front lines;
- the introduction of the Program-for-Results financing instrument, which makes results the basis for disbursements, for the first time formally codifying the link between the two;
- the strengthening of the corporate review of high risk operations; and

- the revamping of the Bank's quality assurance system to strengthen the quality processes governing Bank-financed operations. These reforms are honing the Bank's ability to ensure that its operations are more likely to deliver their intended development objectives.

Country programs, articulated in country strategies, reflect development priorities of client governments. Country programs are monitored and assessed based on results frameworks that reflect country priorities. IEG reviews indicate successful country programs tend to be based on country-owned strategies with clear priorities and strong links between intended outcomes and interventions. Flexibility and responsiveness on the part of the Bank in the face of changing conditions are also important drivers of success.

There is agreement on the need for enhanced realism and results frameworks in country programs. The four-year rolling average of IEG's satisfactory outcome ratings over fiscal years 2009–12 for results-based country strategies was 63 percent, an improvement from the fiscal year 2010 baseline of 59 percent but still below the targeted level of 70 percent. At the same time, respondents in 29 client countries rated the Bank's effectiveness 6.4 on a 10-point scale in 2012. A number of factors may have contributed to these results including the newness of results-based strategies as well as reorientation of programs in response to the food, fuel, and financial crises. Management is redoubling efforts to strengthen the focus and realism of country strategies.

Operations in fragile and conflict-affected situations carry higher risks, but also significant rewards (box 3.2). Despite the multiple implementation challenges and recurrent crises, the percentage of projects in these countries meeting their development objectives remained stable. The Bank is implementing the recommendations of its 2011 World Development Report, *Conflict, Security, and Development* (World Bank 2011) by introducing new approaches that align its engagement more closely with realities on the ground, such as:

- pushing new frontiers on justice—moving beyond just helping to build courthouses or setting up a legal framework in a country. For example, in **Sierra Leone** an innovative approach to accountability uses paralegals and community compacts between people and clinics to improve health services;

Responding Quickly to Meet Country Needs

Reimbursable advisory services (RAS) are offered by the World Bank to clients in middle-income countries. Unlike lending arrangements, RAS are instruments developed to deliver specific assistance to eligible clients requiring services that cannot be fully funded from the Bank's country program. Under RAS programs, the Bank works with countries at their request, providing technical advice and guidance. The Bank is then reimbursed for the costs of its advice.

Countries in the Europe and Central Asia region are among the most important consumers of FBS. As of April 2013, the total number and agreement amount of active fee-based services portfolio is 50 activities and \$70.7 million in 10 countries, a significant increase from 1 activity and \$1.1 million in 2006. Between 2006 and 2013, the cumulative agreement amount is \$92 million for 105 activities.

Some examples include:

In 2011, the Bank assisted the **Russian Federation** to develop a framework for monitoring living standards and the efficiency of the social protection system in Moscow. A set of qualitative and quantitative monitoring indicators for the social protection programs was developed based on

international best practices and included in the city's new social development strategy for 2012–15.

In 2011, the Bank helped the Government of **Romania** strengthen public administration effectiveness and efficiency in six sectors supporting Romania's Europe 2020 Strategy. Based on 12 functional reviews, sector action plans were approved by the Government, and submitted to the European Commission (EC). The Government of Romania recently agreed to report quarterly to the EC on implementation progress.

In the **Czech Republic**, the Bank helped the Government to investigate some of the main aspects of the market for remittances to identify reforms the national government could make to enhance the efficiency of the service and, ultimately, reduce the cost of sending money abroad. The program also aimed to increase transparency among Remittance Service Providers (RSP) regarding the cost of sending money from the Czech Republic. In 2009 the more than 630,000 migrants residing in the Czech Republic sent \$3.8 billion home to their families, an amount equivalent to 1.5 percent of the Czech Republic GDP. Reducing that cost by 5 percent in 2011 enabled migrants to retain the equivalent of \$190 million each year.

- deepening its partnerships, especially with the United Nations, to bridge the traditional security, development, and humanitarian divides;
- expanding beyond disarmament, demobilization, and reintegration, and using a variety of means to help governments address crime and violence. Lessons learned in Latin America are now informing projects in Africa and East Asia; and
- improving the Bank's effectiveness in fragile and conflict-affected situations. Recent reforms include country strategies that address the drivers of conflict and fragility, specially targeted operational policies, disseminating information about best practices, close monitoring of progress in these situations, and reduced volatility of financing.

OPERATIONAL EFFECTIVENESS

Against a backdrop of both economic uncertainty and unprecedented opportunities for development, it is important that Bank interventions be as effective as possible.

Operations assessed to be high quality at the time of approval and during implementation are more likely to achieve their development goals. In fiscal year 2012, the percentage of active projects that staff members rated as likely to meet their development objectives was 85.5 percent. Experience shows that problems affecting projects rated as unsatisfactory are often resolved within a year. Hence, the Bank is taking steps to ensure that staff members pay more attention to realism and candor about problems and risks during project implementation. Increasingly, the Bank is also moving resources to

The New Deal—Building Peaceful States

Fragile and conflict-affected situations face complex development challenges and are a special area of focus for the Bank. The New Deal—Building Peaceful States sets out a collective vision and principles for engagement in fragile and conflict-affected situations. The Bank is spearheading efforts in several key areas critical to successful implementation of the New Deal, such as supporting technical capacity in the g7+

(the country-owned and -led global mechanism to monitor, report, and draw attention to the unique challenges faced by fragile and conflict-affected situations); piloting peace-building and state-building indicators for partner countries; and actively supporting forums for strengthening partnerships among partner countries, donors, MDBs, civil society organizations, and the private sector.

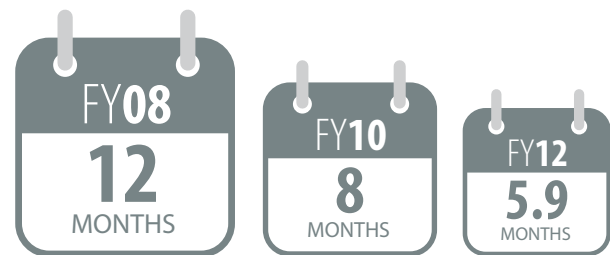
support staff at the frontlines responsible for project implementation support.

Disbursement levels are linked to implementation performance and thus are a measure of operational effectiveness. There has been an upward trend in disbursement levels from \$19.6 billion in fiscal year 2008 to \$30.8 billion in fiscal year 2012, reaching a peak of \$40.3 billion in fiscal year 2010 immediately after the global financial crisis. The disbursement ratio for investment lending projects, which typically disburse over a period of four to seven years, stayed at 20.0 percent in fiscal year 2012, in line with the Bank's performance standard, although lower than the baseline of 21.3 percent in fiscal year 2008. Through increased management attention, the average time from approval to first disbursement has been reduced by half, from 12.0 months in fiscal year 2008 to 5.9 months in fiscal year 2012, in an effort to be more responsive to clients (figure 3.1).

A well-articulated results framework that links project activities to outcomes is a key design element for project success and provides future project managers evidence to use in managing for development results. Among projects approved in fiscal year 2012, 91 percent included indicators to track all aspects of their development objectives—an improvement of 8 percentage points over fiscal year 2009.

The Bank is also increasingly incorporating citizen and civil society feedback from project design to implementation and monitoring, as a way to increase operational effectiveness. Forty-four percent of projects approved in 2012 incorporate beneficiary feedback mechanisms in their design. In **Mozambique**, Maputo residents use citizen annual “report cards” to score the quality of services delivered by the municipality. These report cards scores are then disseminated broadly and have

Figure 3.1: The average time from approval to first disbursement has been reduced by half between fiscal year 2008 and fiscal year 2012.



Source: World Bank calculations.

contributed to greater dialogue between the municipal government and the residents of Maputo and its suburbs. In **Cambodia**, local knowledge from citizens shapes the targeting of scholarships to students, as part of efforts to boost school enrollment. Students fill out eligibility questionnaires, which are read out loud in class and verified by students and teachers. These are used to generate a list of potential scholarship applicants and posted in public areas around the school. With the help of school committees the selection is finalized. In **Africa**, the Bank and other development partners track the quality of service delivery in education and health across countries and over time through the Service Delivery Indicators (SDI) initiative. SDI collect nationally representative data that focus mainly on performance and quality of service delivery in primary schools and at frontline health facilities to help citizens and governments to assess how effectively public resources are used at the frontline and to take corrective action.

Introducing new technologies to improve citizens' feedback has reduced the barriers that have historically constrained direct interactions with project beneficiaries.

"In the recent years we have seen great improvements in citizenry in general. People are much more inclined to pay taxes because they can see some improvements in their neighborhoods and are much more involved in decisions."

—Simão Langa, resident of Chamanculo, a shanty town of Maputo, reflecting on the use of report cards

The Bank-managed **Afghanistan** Reconstruction Trust Fund, for example, contracted citizens to undertake project supervision in an unstable environment with project areas scattered over 34 provinces. For the first phase, a monitor was contracted to conduct 1,500 site visits in four infrastructure projects for assets verification, quality assurance, and data mapping. Trained field engineers visited project sites and used smart phones to take geo-references and date-stamped photos. These photos were automatically uploaded and collected in an online system in order to verify physical progress and quality of construction. Monthly meetings discussed progress with relevant ministries. The second phase of monitoring will include scaling up to 2,800 site visits per year and a community-based monitoring pilot.

GENDER MAINSTREAMING

Gender mainstreaming has been a priority since 2000, but the focus was sharpened last year as the Bank incorporated the findings of its 2012 World Development Report, *Gender, Equality, and Development* (World Bank 2012b) into its activities.

In both 2011 and 2012, all country strategies had an underlying gender assessment, and in 2012, 80 percent of Bank operations were "gender-informed." Training and communities of practice help staff members better integrate gender issues into their work (box 3.3). Capacity building and improvements to gender statistics are helping address gender gaps in client countries. A World Bank Gender Data Portal makes up-to-date gender data and statistics from a variety of sources available in a one-stop site.

KNOWLEDGE ACTIVITIES

Clients report that while financial flows are important, knowledge and expertise are equally—if not sometimes more—important (box 3.4). The World Bank knowledge and convening services available to clients are broad and come both as components of Bank-supported operations, during design and implementation stages, and as stand-alone products (box 3.5).

Box 3.3:

Gender Mainstreaming in Afghanistan Country Programs

The 2002 Transitional Support Strategy (TSS) for Afghanistan recognized the large gender gaps and emphasized that women and men must be fully engaged in reconstruction and development. The subsequent 2003 TSS envisaged preparation of a Country Gender Assessment to consider how to mainstream gender equity considerations in its assistance program. The 2006 Interim Strategy Note (ISN) announced the delayed launch of the Afghanistan Country Gender Assessment. It proposed to forge entry points for gender mainstreaming in sectors where significant gains were possible, such as education, health, and

the civil service, where women already had an acceptable presence. The 2009 ISN reflected the recommendations of the Gender Assessment and aimed to improve service delivery and to empower women economically in key markets. It supported the government's policy of gender mainstreaming and the National Action Plan for the Women of Afghanistan (2007–17). The 2012–14 ISN recognizes that transition presents a particular risk for women and girls in Afghanistan, and states that gender issues will continue to be mainstreamed in the portfolio.

What Knowledge Do Client Countries Want from the Bank?

Based on client feedback, the following knowledge services are in high demand:

- Dialogue on policy and institutional issues, based on informed experiences and best practices from across the world, led by seasoned professionals;
- Just-in-time advice on major policy reforms and their implementation (the “how to” of reform), with the ability to customize solutions to meet local needs;
- Ready access to relevant knowledge and experiences on a key topic under debate from across the globe;
- Connections to policy reformers, practitioners, and researchers with in-depth familiarity on the topic;
- Operational advice by teams with continuous field presence on the implementation of agreed programs; and
- Relevant sector, economic, or institutional analysis, as well as up-to-date cross-country data and policy briefings on global issues to inform their own policy debates.

Source: World Bank 2010.

The Bank is implementing a multi-pronged approach to measure the quality and impact of knowledge services: it currently conducts self-assessments and client feedback, and will soon be conducting independent evaluations. Based on self-assessment, knowledge teams indicate that about 76 percent of their knowledge services largely accomplished their objectives in fiscal year 2012. In 2012 surveys taken in 29 countries, respondents rated the Bank 6.7 out of 10.0 on their assessment of the contribution of the Bank’s knowledge work to development results in their country.

Since fiscal year 2012, the Bank has supported six knowledge platforms as experiments in collaborative knowledge generation. The six knowledge platforms are Open Development Technology Alliance, Urbanization, Green Growth, Jobs, Secure Nutrition, and the Hive. All six platforms have helped build communities of practice internally and with external collaborators. The Bank is increasingly conducting analytical and technical assistance services in collaboration with clients and partners. The 2011 Paris Declaration Survey found that the Bank conducted 59 percent of its country analytic work collaboratively.

Several facilities allow the Bank to build knowledge by using impact evaluation and strengthening technical capacity to evaluate at the country level, such as the Development Impact Evaluation Initiative (DIME) and the Strategic Impact Evaluation Fund (SIEF). SIEF, for example, has funded more than 50 impact evaluations, of which 36

are grouped in six clusters (conditional cash transfers, HIV/AIDS prevention, basic education accountability, malaria control, health contracting/performance, and active labor markets/youth employment) aiming to build communities of practice to generate evidence on how programs work across different country contexts. SIEF studies not grouped into clusters mainly focus on evaluating the impact of highly innovative interventions. A body of knowledge is emerging in many sectors as the use of impact evaluations expands.

USE OF COUNTRY SYSTEMS

By increasingly using country systems, the Bank helps countries strengthen their own institutions. The Bank surpassed the Paris Declaration Survey targets for procurement (50 percent) by 5 percentage points (box 3.6) and for financial management (51 percent) by 20 percentage points in 2011. A combination of targeted lending, knowledge services, and capacity building support the long-term development of country systems.

Strong systems for M&E at the country level enable evidence-based decision making and are based on statistical capacity. In 2012, 77 percent of World Bank projects used country monitoring and evaluation systems, and in the last two decades, the Bank has financed 290 projects in more than 100 countries to support statistical capacity building. Several initiatives are aimed at strengthening country-level statistics: the STATCAP

How Does the Bank Help Countries Use Knowledge to Make Better Decisions?



A few examples:

- ➔ **By investing in statistical capacity.** Between 2006 and 2012, the Bank assisted nine Latin American governments (**Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, Paraguay, Peru, and Uruguay**) to develop a harmonized Labor Market Database, the first of its kind in the region, allowing for regional comparisons. With 520 indicators updated on a monthly or quarterly basis through 397 labor force surveys, this database provides stakeholders with improved access to quality, more frequent, and harmonized regional data, in an accessible manner.
- ➔ **By sequencing knowledge and investments.** Foundation-Assisted Schools of the **Pakistan** Punjab Education Foundation have expanded from 18 program districts in the province to 29, reaching 857,096 children in 2011 from 576,669 children in 2008. Impact evaluation results for foundation-assisted schools show that the program has raised enrollment by 40 percent and student achievement by 0.3–0.5 standard deviations within two years, roughly contributing to one-to-two additional years of learning at school.
- ➔ **By undertaking impact evaluations.** In **Indonesia**, the PNPM Generasi program has been evaluated three times: a Baseline Survey (2007), Mid-Term Impact Evaluation (2009), and Final Impact Evaluation (2011). Evaluation findings have fed successive phases of the program. From 2007 to 2012, the program benefited 3,630,818 people of whom 1,835,100 are women. The program has enabled more than 1.6 million women and children to receive nutrition counseling and support, more than 1.0 million children under age 5 to obtain vitamin A supplements, more than 770,000 pregnant women to receive iron supplements, more than 365,000 children to receive immunizations and has eliminated more than 185,000 cases of underweight children, enabled 556,000 poor primary and junior secondary students to obtain textbooks, and provided assistance to approximately 382,000 poor primary and junior secondary students.

Box 3.6:

Toward a Results-Based Procurement System in Mexico

Mexico has undergone reforms in its federal public procurement system, re-orienting it around principles of delivery for results, and away from overarching processes and compliance procedures. The Bank provided just-in-time and strategic support to Mexico through a combination of knowledge and convening services. As a result, 586 obsolete procurement regulations were eliminated and a transaction-based e-procurement platform

was developed, increasing the number of electronic transactions from 30,000 in 2010 to more than 70,000 in 2012, and the number of private sector users from 10,000 in 2009 to more than 85,000 in 2012. Cost-saving strategies and e-procurement systems have generated results and savings of \$1 billion in three years (2009–12, based on audited expenditures).

(statistical capacity building) lending program, the Trust Fund for Statistical Capacity Building, and the Statistics for Results Facility. Moving forward, the Bank will continue efforts to build M&E capacity, particularly in IDA-eligible

countries, by supporting, among others, the Busan Action Plan for Statistics, which explicitly encourages transparency and the use of new methods and technologies to increase the reliability and accessibility of statistics.



Chapter 4

TIER IV: Organizational Effectiveness

How Efficiently Is the Bank Managing Skills, Capacity, Resources, and Processes?

This chapter focuses on organizational effectiveness and assesses how well the Bank is organized to achieve results.

Tier IV: Organizational Effectiveness and Modernization

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

IV-A. Resources, Skills, and Business Modernization

RESOURCES AND ALIGNMENT

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

CAPACITY AND SKILLS

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

BUSINESS MODERNIZATION

Products and Services for Results

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

Organization

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

Processes and Systems for Flexibility and Efficiency

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

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

PROJECTIONS

Support to agriculture and related sectors (IBRD, IDA, SPF)	(average, US\$ billions/year)	2.9	FY06-08	4.3	FY10-12	1 2 5	4.5–6.4 (2010–12)	Y
Support to sustainable infrastructure (IBRD, IDA, GEF, RETF, SPF)	(average, US\$ billions/year)	8.2	FY04-07	19.5	FY09-12	1 2 3	Monitored	G
Support to health, nutrition, and population (IBRD, IDA)	(average, US\$ billions/year)	1.5	FY04-07	2.4	FY11-12	1 4	2.0–3.0 (2011–12)	G
Support to education sector (IDA)	(average, US\$ billions/year)	1.0	FY95-09	1.7	FY10-12	1 2	1.1 (2010–15)	G

LEGEND

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

Note: Definitions available in appendix A.

Improving the World Bank Group’s organizational effectiveness is a continuous process designed to better align staff skills and capacity with strategic priorities and to be more responsive and accountable to its stakeholders.

RESOURCES AND ALIGNMENT

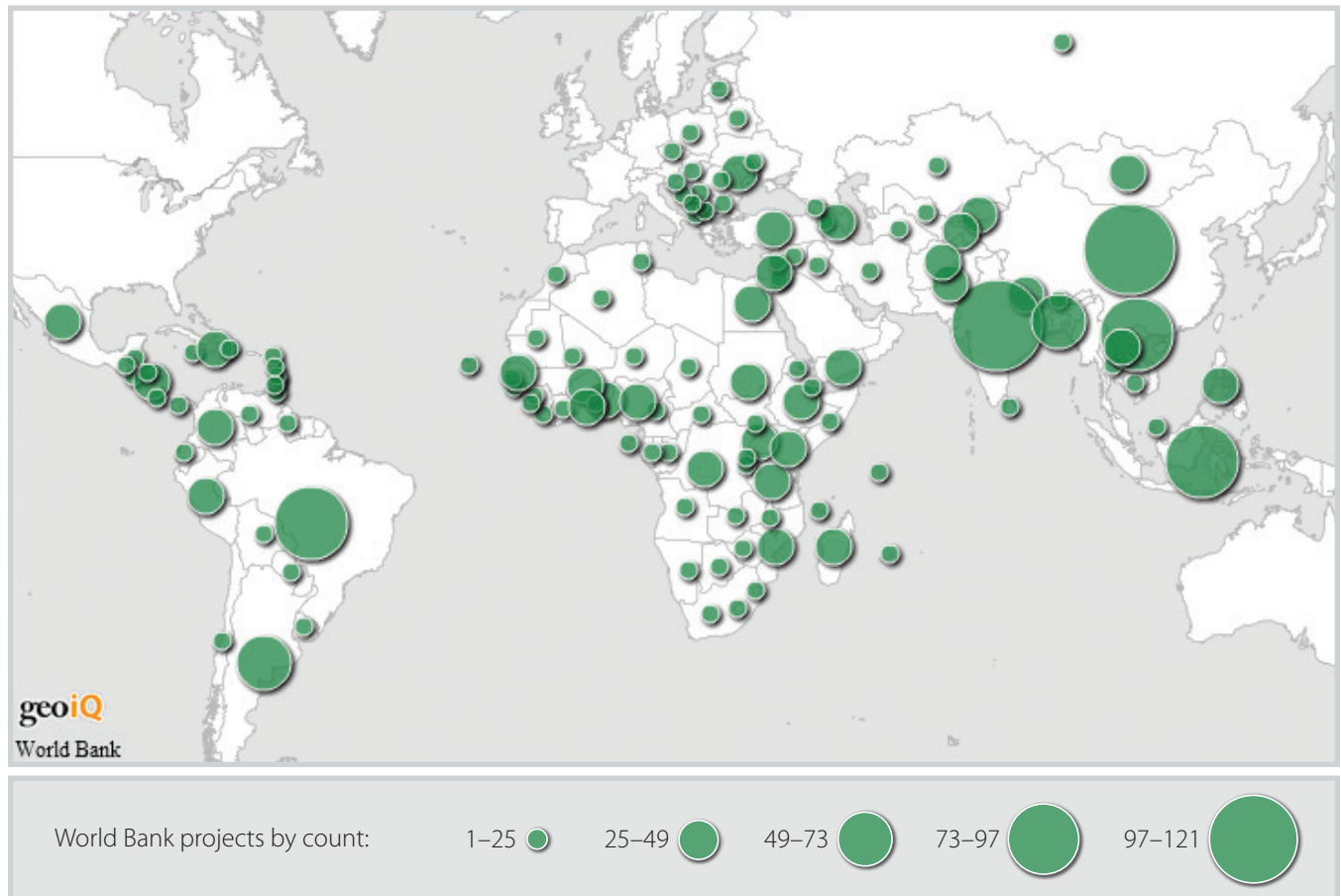
Client services as a percentage of total costs rose to 63.2 percent in fiscal year 2012 from 62.6 in fiscal year 2008, and these services are increasingly delivered by staff based in client countries, with the percentage of tasks being managed from the field rising from 40.6 percent in fiscal year 2008 to 44.4 percent in fiscal year 2012. Enhanced field presence means opportunities for greater coordination within the World Bank Group and with other development partners. Increasingly, staff in field offices work across neighboring countries, contributing to better knowledge flow across Bank client countries. Bank clients acknowledge the progress that has been made, but recognize that room for improvement still exists. To that end, the Bank is currently reviewing its global footprint and working toward

better aligning its budget to strategic priorities and to client activities.

The Bank responded to rising demands quickly during the global crises, despite working within a flat annual administrative budget in real terms since fiscal year 2006 which has required continuous improvement in the allocation of resources. The Bank is rebuilding its flexibility to reallocate resources, at 3.2 percent of its budget at the start of fiscal year 2013, versus the performance standard of 5.0 percent, to make sure it is prepared for unexpected developments and demands in the future. The use of Bank-Executed Trust Funds provided by donors for knowledge services for clients increased from 31.6 percent in fiscal year 2008 to 45.1 percent in fiscal year 2012, complementing the institution’s own administrative budget and augmenting its ability to deliver.

There was an accelerated transfer of Bank resources to clients in response to the food, fuel, and financial crises in recent years. Lending increased from \$24.7 billion in fiscal year 2008 to \$35.3 billion in fiscal year 2012 (figure 4.1). Recipient-Executed Trust Funds—which provide additional

Figure 4.1: Where Does the World Bank Finance Projects?



Source: World Bank Mapping for Results platform.

finance to developing countries and are now integrated into strategies—increased from \$3.0 billion in fiscal year 2008 to \$4.1 billion in fiscal year 2012. Umbrella trust funds that strengthen strategic alignment to sector strategies are being developed. And the Bank improved preparation time for investment lending projects—from 16 months in fiscal year 2008 to 14 months in fiscal year 2012—and shifted resources to support project implementation with average supervision expenses increasing from \$115,000 per project in fiscal year 2008 to \$132,000 in fiscal year 2012.

CAPACITY AND SKILLS

An important asset of a knowledge-based global development organization is its staff—as long as its global knowledge and experience are leveraged across all client countries. The metric used to measure knowledge transfer is the amount of time staff members allocate to activities in different units and regions. In fiscal year 2012, this share was at 6.8 percent, below the Bank’s goal of 10.0 percent. Efforts are underway to further increase the time staff members spend collaborating with units other than their own, such as a Program to Boost Connectivity in the Finance and Private Sector Development network.

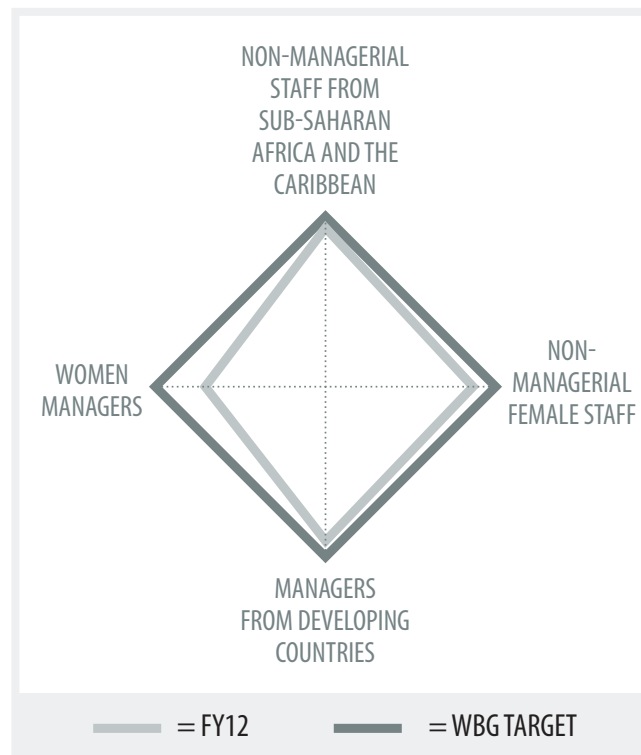
Staff diversity is another of the Bank’s assets. Progress on staff diversity is monitored using a staff diversity index—a weighted composite measure that captures progress toward Bank targets on four aspects of diversity: the share of non-managerial staff from Sub-Saharan African and the Caribbean, the share of non-managerial female staff members, the share of female managers, and the share of managers from developing countries. The staff diversity index rose from 0.85 in fiscal year 2008 to 0.89 in fiscal year 2012, showing progress in all dimensions (figure 4.2). The share of women in management grew from 36.1 percent in 2011 to 36.8 percent in 2012 as the Bank moves toward its goal of achieving gender parity in management.

In the human resources area, the Bank continues to adjust policies and systems to ensure services are brought closer to clients by improved field presence, particularly in fragile and conflict-affected situations, and to ensure that knowledge and talent are leveraged globally.

BUSINESS MODERNIZATION

Between 2010 and 2013, the World Bank implemented a Modernization Agenda that transformed some of its core business practices. It introduced a new lending instrument for the first time in 30 years, while honing its ability to measure results. It contributed to democratize

Figure 4.2: Staff diversity index shows progress in all dimensions from 0.85 in fiscal year 2008 to 0.89 in fiscal year 2012.



development by making most of the knowledge it possesses accessible to the public. It tightened accountability by systematizing country surveys to strengthen feedback loops from clients, as well as by introducing a new performance management system and a framework for efficient decision-making. The Bank is now a more results-focused and open institution that is more accountable to shareholders, partners, and citizens. Building on this progress, the Bank has recently embarked on a deeper process of change to continue adapting to an evolving development environment.

PRODUCTS AND SERVICES FOR RESULTS

An important step in sharpening the results focus was the establishment of the new Program-for-Results lending instrument that links disbursements to the results of government programs. Through PforR, measuring results moves from being just one element of operation design to being the primary driver of Bank financing. Since the approval of the new PforR lending instrument at the start of 2012, six operations have been approved in a variety of sectors, totaling \$981 million in commitments and leveraging another \$2.1 billion in governments and partner funding (box 4.1). Under PforR, the Bank supports countries’

What Are Some Examples of Program for Results Projects?

Morocco: The National Initiative for Human Development (INDH) Phase II finances income-generating activities, improved access to basic services, and key infrastructure in the poorest regions of Morocco. Taking lessons from INDH1, launched in 2005, the government nearly doubled the geographic scope and increased the budget from \$1.7 billion to \$2.1 billion for phase 2.

Ethiopia: The Health Millennium Development Goals Program will help to accelerate progress toward meeting the maternal health MDG, sustain the gains made in the child health MDG, and strengthen health systems in Ethiopia. World Bank financing is being pooled with the Millennium Development Goals Performance Fund, comprised of nine development partners.

Nepal: The Results-Based Bridges Improvement and Maintenance Project supports the country's vision of providing safe, reliable, and cost-effective bridges. It will maintain 89 bridges, many over 35 years old; complete major and minor maintenance on more than 300 bridges; and construct 121 new bridges.

Uruguay: The Road Infrastructure Program for Results will rehabilitate and maintain the national road infrastructure and improve public sector capacity to plan, regulate, and monitor transport and logistics services toward improved transport efficiency.

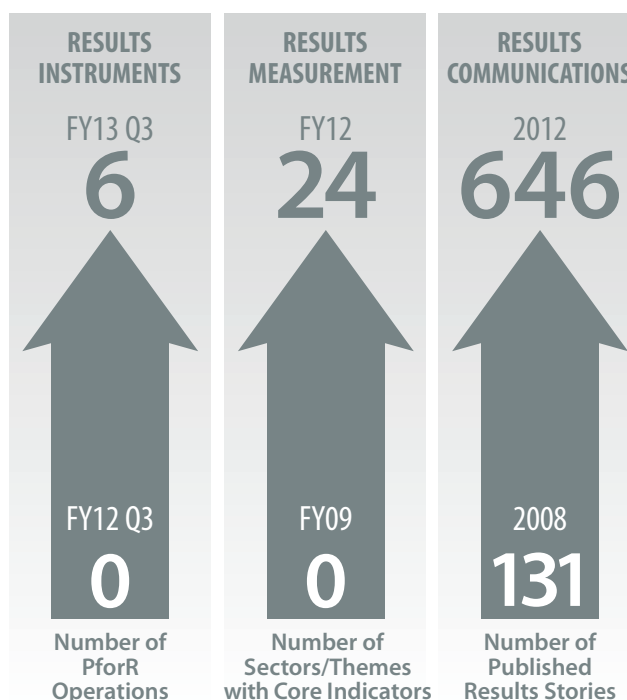
own development programs, financing a portion of the program expenditures. This instrument is helping the Bank to strengthen partnerships with governments and other counterparts and use country systems.

At the corporate level, the Bank has improved how it measures, reports, and learns from the results of the operations it supports (figure 4.3). In fiscal year 2009, the Bank introduced standardized Core Sector Indicators that facilitate aggregating certain measurable results across projects and countries. In the last two years, there was significant expansion of the number of sectors and themes in which it has Core Sector Indicators to measure results—now covering 24 sectors and 135 indicators. All of these indicators' data are collected at the project level and then aggregated for reporting purposes. Complementing quantitative tracking of results, 646 results stories have been written to document the results achieved by Bank-funded projects. Additionally, the quality and timeliness of knowledge products produced by the Bank are now systematically tracked through the Bank information systems.

OPENNESS

Open is the "new normal" for the Bank. Publish What You Fund is a global campaign for transparency launched in 2008 by a coalition of organizations. In 2011, it created an

Figure 4.3: Over the past two years, the Bank has made improvements in managing, monitoring and communicating results.



Source: World Bank calculations.

index and the Bank has ranked first among the multilateral institutions since then. The Bank is the first multilateral organization to adopt an Open Access policy and Creative Commons licensing. The Bank has institutionalized these changes through open data, open operations, and open development initiatives.

OPEN DATA

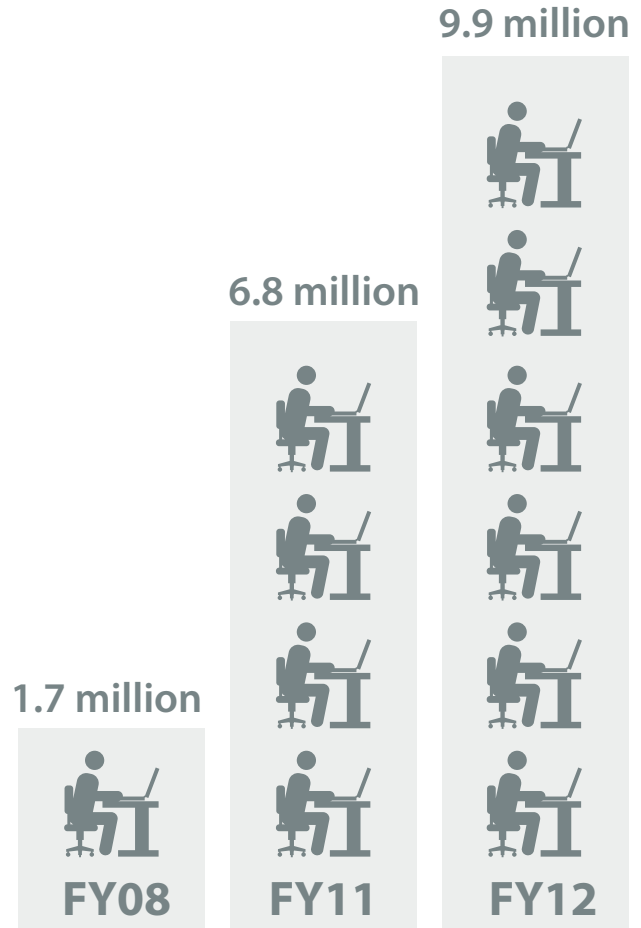
The number of visitors to the Bank data website has increased nearly six times between fiscal year 2008 and fiscal year 2012, from 1.7 million visitors to 9.9 million (figure 4.4). The Open Data Initiative continues to expand with access to an additional 1,000 development indicators over the last year, bringing the total to 8,000, and microdata on 150,000 more variables from an additional 300 surveys (for a total of 600,000 variables and over 1,000 surveys). More than 800 datasets on World Bank finances, and new climate change, gender, and job data are now publicly available. With 9,000 books, journal articles, working papers, and other knowledge products, the Open Knowledge Repository—which places the Bank’s research and knowledge products under a Creative Commons attribution copyright license, making them accessible to a wide audience—exceeded one million downloads before its one year anniversary in 2013.

Allowing public access to Bank documents and information not only makes the Bank accountable, but increases the chance that new collective solutions can be found to common development challenges. The “2012 Apps for Climate” competition invited people to develop new uses of climate change data. Participants from 28 countries created more than 50 new tools. Among the winning applications was “Ecofacts,” which teaches users about energy consumption and climate change by showing how individual actions can translate into changes at the national level. Such competitions are useful for encouraging broader participation in development work and inviting new ideas and approaches.

OPEN OPERATIONS

The Bank has continued to make its operational, project, and financial data open to all stakeholders. The projects and operations website offers detailed information on over 14,000 lending projects in over 150 countries from 1947 onwards. In fiscal year 2012, the number of public access requests that came directly to Access to Information staff increased by 8.8 percent; about 78.0 percent received a comprehensive response within 20 working days.

Figure 4.4: The number of global visitors to the Bank data website has increased nearly six times between fiscal year 2008 and fiscal year 2012.



Source: World Bank calculations.

Bank-supported projects are geo-mapped, providing an easy-to-understand database of project locations. Through the Mapping for Results initiative, the Bank mapped the location of 23 projects at the village development committee level in **Nepal**. Overlaying these data with sub-national poverty and human development indicators at the local level, Nepal was able to target the beneficiary areas for the Bank-supported Nepal Food Crisis Response Program in the Karnali region, the country’s most food-insecure region.

Since July 2013, the Bank is publishing information about corporate procurement contract awards. This includes World Bank Group executed operational contracts funded by internal budgets and trust funds. The Corporate Procurement Unit has made available on its public website a summary of its policies and procedures; copies of its standard contract terms and conditions; a guide to doing business with the World Bank; its vendor eligibility policy;

Box 4.2:

Open Government Partnership

The Open Government Partnership (OGP), launched in September 2011 by eight countries, is a multilateral, multi-stakeholder initiative working to enhance transparency, participation, and collaboration between governments and civil society. Since it began, membership has increased to more than 50 countries and its governance now includes civil society organizations.

The World Bank advocates open government principles within its client countries and also supports OGP by facilitating knowledge exchanges and helping to build the capacity of OGP member countries to elaborate and implement their plans to become more open and responsive. The concrete commitments countries are making within the OGP framework present opportunities to support this agenda as well as maximize the impact of World Bank operations.

and a listing of current business opportunities, as well as all contract awards for contracts valued at \$250,000 and above.

OPEN GOVERNMENT

The Bank works with governments to support their own open development initiatives, in particular supporting the Open Government Partnership (OGP) (box 4.2) and country-led crowd-based solutions. Several countries,

including **Kenya, Colombia, Mongolia, Moldova,** and **Tunisia**, are expanding their Bank-supported national open data and open government initiatives. In Kenya, the Code for Kenya Innovation Fund has been launched to create a cadre of fellows who can lead the process of co-creating open data services. Similarly, the Code for Arabia knowledge exchange aims to meet the demands of cities in Tunisia keen to leverage open data and participatory service development.



Chapter 5

Moving Forward

This section describes the future directions of the Bank's Results Agenda in the context of the World Bank Group's change process.

MOVING FORWARD

Building on the progress made through the completed Modernization Agenda, the World Bank Group has recently launched a change management process that will strengthen its capacity to provide integrated, evidence-based development solutions that are tailored to the specific context of each client, incorporate both the public and the private sectors, and are aligned with global public priorities.

Setting corporate goals—to end extreme poverty and promote shared prosperity in a sustainable manner—reinforces the World Bank Group’s commitment to the Millennium Development Goals and to helping shape the Post-2015 Agenda. The technological revolution has brought opportunities for vastly improved information sharing, data collection, and measurement of impact, creating the potential for a whole new array of global partnerships to solve specific development problems as part of the Post-2015 Agenda.

The twin goals are the foundation of a unified Strategy that will ensure that the World Bank Group’s activities and resources are focused on achieving its overarching mission. Effectively supporting countries to reach the goals will require a sharper focus at all levels and across the institution and a better understanding of what works and what doesn’t. The World Bank Group Strategy will align the Group’s activities and resources to make a more significant contribution toward achieving the goals and to accelerating the pace of adapting the institution to the changing global environment.

Realizing the World Bank Group’s full comparative advantage requires harnessing expertise from across the institution to engage and leverage both public and private entities (box 5.1). The World Bank Group’s individual agencies have distinct capabilities and client relationships that can respond to complex development problems when these assets are deployed in a coordinated manner. The World Bank Group will seek to maximize frontline synergies while recognizing the distinct client focus and strengths of each World Bank Group institution. It will also seek to increase the consistency of policies and processes, as well as reduce overlap and improve complementarity of services across the World Bank Group. As a first step, the development of the new Strategy is a comprehensive World Bank Group effort.

The Strategy is being supported by a change process that builds on the reforms already implemented across the World Bank Group in recent years through the

Modernization Agenda. These efforts have led to a more results-oriented World Bank Group, and the efforts of each individual institution in the Group have helped set the stage for deeper progress toward working together as one World Bank Group. The change process has four pillars. First, improve the flow of knowledge both internally and externally. Second, strengthen the emphasis on client impact and results, with a clear understanding of risks and accountability. Third, ensure that the World Bank Group attracts and retains the best in leadership, talent, and skills. Fourth, optimize the World Bank Group’s global footprint by defining a business model that leverages proximity to the clients while maintaining the World Bank Group’s global experience and leadership in development.

Through this process, the World Bank Group will continue to ensure a stronger focus on results across the institution through the following priorities:

- **Further developing results-based client engagement.** The World Bank Group will work with governments, civil society, and other key stakeholders to operationalize the twin goals at the country level. Through inclusive dialogue, it will identify areas where evidence suggests high pay-offs relevant to clients that will benefit from the World Bank Group’s comparative advantage. This approach will utilize the synergies across all World Bank Group institutions to provide lasting solutions to clients’ most pressing development challenges.
- **Deepening formal and informal incentives and accountability for results.** Helping clients find development solutions requires an ability to focus on, and measure, desired results; to innovate and take informed risk; to have accountability for decisions that need to be taken; and to respond quickly. The Bank will develop tools to identify and track country engagement level indicators with line of sight to the twin goals. Existing incentives to reward outcome-focused behaviors for staff will be enhanced, contributing to instill a culture of results throughout the organization.
- **Aligning the results tools to the goals of ending extreme poverty and promoting shared prosperity in a sustainable manner.** The World Bank Group will need to adapt its systems to measure, track, and aggregate results to the new World Bank Group Strategy. Developing a World Bank Group Scorecard is perhaps the apex of this process. In parallel, efforts

How Do the World Bank Group Institutions Collaborate to Help Countries Achieve Results?



A few examples:

- ➔ **By relying on comparative advantages.** In **Kenya**, with support from an IDA credit, long-term debt from IFC and termination guarantees backed by MIGA, three thermal power generation projects and one geothermal project have all been developed and financed by the private sector to provide more than 270 megawatts of generation capacity.
- ➔ **By bringing the public and private sectors together.** Coordinating closely with each other and with other development partners, IDA and IFC have assisted the Government of **Maldives** to develop an integrated waste management strategy, key to mitigating the country's geographic fragility. The strategy is implemented by a private-public partnership that has mobilized \$50 million in private investment toward improved waste collection, transportation, and disposal; reduced marine and air pollution; increased power; and reduced greenhouse gas emissions. More than 70 percent of the country's solid waste is now processed locally.
- ➔ **By pooling expertise and resources.** The IDA-supported Regional Communications Infrastructure Program (fiscal year 2007–fiscal year 2013) and IFC jointly developed the **Eastern Africa** Submarine Cable System (EASSy), which contributed to a 90 percent reduction in wholesale capacity prices in East Africa in 2012, with retail prices already starting to drop by about one-third in Kenya and Rwanda. In Kenya, this price reduction has helped increase the number of Internet users to 14 million in 2012 from 2 million in 2007.

will be redoubled to harmonize internal monitoring and accountability frameworks to track progress at different levels of the institution through automated processes. Additionally, improving the quality and coverage of quantitative indicators related to environmental sustainability is a priority. The World Bank Group, working closely with its development partners, will explore ways to move beyond a reliance on GDP to more comprehensive measures of wealth. Moreover, the World Bank Group will continue actively working with countries to strengthen their existing statistical capacity to monitor both the monetary and nonmonetary dimensions of poverty and welfare.

- **Improving internal learning for results.** The World Bank Group is recognized for its local presence combined with global experience, a broad menu of financing solutions, and knowledge that ranges from basic research to practical implementation support. Evidence must continue to be collected

to validate these comparative advantages in the context of today's global economic landscape and aid architecture. This will help guide decision-making processes necessary to keep the focus on high-impact activities. Efforts to learn from failure, improve knowledge flows, and build a science of delivery are part of the change process. Finally, the World Bank Group will continue to incorporate feedback loops into its processes and operations—from beneficiary feedback to systematic evaluation—to learn from evidence and make timely mid-course corrections.

The World Bank Group has always evolved to adapt to its changing environment and will continue to do so. The Bank is more focused on delivering results than ever before, as it strives to maximize the synergies across the World Bank Group and work more effectively with partners in the development community.

Appendix A: Definitions of the World Bank Corporate Scorecard Indicators

TIER I: DEVELOPMENT CONTEXT

What are the development outcomes in Bank client countries as a group?

Population below \$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 estimates using PovcalNet tool. Data are based on primary household survey data obtained from government statistical agencies and World Bank country departments, February 2013.*

GDP per capita (constant 2000 \$): Gross domestic product (GDP) 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 estimates based on data from World Bank and OECD National Accounts, February 2013.*

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

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

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

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

Effective and accountable government (scale: 0–7): The Freedom House indicator attempts to capture how resources are managed using the following questions: (a) 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? (b) 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)? (c) Is the civil service selected, promoted, and dismissed on the basis of open competition and by merit? Unweighted average. *Data source: World Bank estimates based on data from Freedom House, February 2013.*

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

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

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

Prevalence of HIV, female (% of ages 15–24): Percentage of females age 15–24 who are infected with human immunodeficiency virus (HIV). Average, weighted by the female population of ages 15–24. *Data source: World Bank estimates based on data from UNAIDS and the World Health Organization's (WHO's) Report on the Global AIDS Epidemic, February 2013.*

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

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

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

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

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

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

Access to an improved water source (%) of population: Indicator refers to the percentage of the population with reasonable access to an adequate amount of water from an improved source, such as a household connection, public stand-pipe, 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 estimates based on data from WHO/UNICEF, Joint Monitoring Programme, February 2013.*

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

Household electrification rate (%) of households: 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 estimates based on data from household surveys, February 2013.*

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

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

Agriculture value added per worker (constant 2000 \$): Measure of agricultural productivity. Value added in agriculture measures the output of the agricultural sector (International Standard Industrial Classification divisions 1–5) less the value of intermediate inputs. Agriculture comprises value added from forestry, hunting, and fishing as well as cultivation of crops and livestock production. Data are in constant 2000 U.S. dollars. Average, weighted by agricultural employment. *Data source: World Bank estimates based on data from World Bank national accounts and FAO Production Yearbook and data files, February 2013.*

CO₂ emissions (kg per 2005 \$ of GDP): Carbon dioxide (CO₂) emissions are those stemming from the burning of fossil fuels and the manufacture of cement. They include CO₂ produced during consumption of solid, liquid, and gas fuels and gas

flaring. CO₂ emissions measured as kilograms per 2005 PPP\$ of GDP show how clean production processes are. This indicator is often criticized for being used to claim reductions in CO₂ emissions that are more rightly attributable to unrelated gains in economic efficiency. Average, weighted by 2005 \$ of GDP. *Data source: World Bank estimates based on data from Carbon Dioxide Information Analysis Center; Environmental Sciences Division; Oak Ridge National Laboratory, Tennessee, United States; and the World Bank National Account, February 2013.*

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

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

Male-female gap in the population with an account at a formal financial institution (%) of population 15+: This indicator measures the difference between the percentage of males and the percentage of females age 15 and older who have an account (self or together with someone else) at a formal financial institution, such as a bank, a credit union, another financial institution (e.g., cooperative, microfinance institution), or the post office (if applicable) including respondents who reported having a debit card. *Data source: World Bank estimates based on data from The Global Findex Database, the World Bank, February 2013.*

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

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

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

TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

How is the Bank supporting countries in achieving results?

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

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

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

Countries with strengthened Public Management Systems (number): Number of countries in which a particular public management system (PMS) has been strengthened through IBRD/IDA operations. Indicators of the Strength of Public Management Systems (SPMS) are used to measure whether a country's PMS has been strengthened. *Data source: World Bank estimates based on active operations FY10–FY12, July 2012:* (a) **Countries with strengthened civil service and public administration systems** would have improved relevant (ISPMS) performance measures, such as increasing the “share of merit-based appointments,” reducing the “time for key services and administrative processes,” or increasing the “percentage of the population reporting satisfaction with central government services,” etc; (b) **Countries with strengthened tax policy and administration systems** would have improved relevant (ISPMS) performance measures, such as increasing “tax collection as a percent of GDP,” increasing “the number of registered taxpayers,” reducing “custom clearance times,” or improving “client perception of tax administration,” etc; (c) **Countries with strengthened public financial management systems** would have improved relevant (ISPMS) performance measures, such as reducing the “average difference between legislated budget allocation and expenditure outturns,” increasing the “budget execution rate,” reducing “domestic payment arrears,” establishing a “functioning Treasury Single Account (TSA) system,” or improving the “timeliness of the release of semi-annual budget reports on available media,” etc; (d) **Countries with strengthened procurement systems** would have improved relevant (ISPMS) performance measures, such as reducing “average procurement processing times,” publishing “financial and procurement documents on various media sources,” or improving “transparency and reduced transaction costs (i.e., time) for public procurement,” etc.

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

Countries with Bank-supported learning assessments (number): Number of countries with Bank-supported learning assessments. *Data source: World Bank estimates based on operations approved in FY08–FY12, February 2013.*

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

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

Beneficiaries covered by social safety net programs (millions): Number of individual beneficiaries from Bank-supported social safety net programs. *Data source: World Bank estimates based on operations closed between FY05–FY11, last 3 years aggregate estimate, July 2012.*

Pregnant women receiving antenatal care (millions): 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 estimates based on data of FY01–FY12 approved projects, last 3 years aggregate estimate, July 2012.*

Women and girls benefiting from social protection programs and other targeted schemes (millions): Number of women and girls benefiting from support for agricultural production and agribusiness, grants to female students

and pregnant women, women's employment schemes, female-headed households, microfinance loans for women, and immunization for girls. *Data source: World Bank estimates based on projects approved between FY06–FY12, last 3 years aggregate estimate, July 2012.*

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

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

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

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

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

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

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

Farmers adopting improved agricultural technology (number): Number of farmers adopting improved agricultural technology, where the term technology includes a change in practices compared to currently used practices or technologies (seed preparation, planting time, feeding schedule, feeding ingredients, post-harvest, storage, processing, etc.). If the project introduces or promotes a technology package in which the benefit depends on the application of the entire package (e.g., a combination of inputs such as a new variety and advice on agronomic practices such as soil preparation, changes in seeding time, fertilizer schedule, plant protection, etc.)—this will count as one technology. *Data source: World Bank estimates based on data of FY01–FY12 approved projects, last 3 years aggregate estimate, July 2012.*

Nutrition services for vulnerable groups (millions): Number of pregnant/lactating women, adolescent girls, and/or children under age 5 reached by basic nutrition services. *Data source: World Bank estimates based on data of FY02–FY12 approved projects, last 3 years aggregate estimate, February 2013.*

Emission reduction with support of special climate finance instruments (annual, million tons CO₂ equivalent): The data are calculated as the sum of estimated annual emission reduction with support of special climate finance instruments, i.e., Global Environment Facility (GEF), Carbon Finance (CF), Montreal Protocol (MP), and Climate Investment Funds (CIFs). The numbers are calculated as follows: For GEF, MP, and CIF projects, the annual equivalent figure for projects closed during the fiscal year is the expected greenhouse gas (GHG) emission reductions over the lifetime of the investments supported by these projects, divided by the lifetime of the respective investments. In the case of MP, the GHG emission reduction is achieved through the elimination of ozone-depleting substances. For CF projects, the annual equivalent figure for Emission Reduction Purchase Agreements (ERPAs) approved during the FY is the expected GHG emission reductions over the time period of the ERPA contract, divided by the time period of the ERPA contract. *Data source: World Bank estimates for reporting period FY09–FY11, July 2012.*

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

Active number of microfinance loan accounts (millions): Active microfinance loan accounts of financial institutions supported by the Bank. *Data source: World Bank estimates based on 2009–12 reported data, annual average, July 2012.*

Countries that have applied diagnostic tools (number): Number of developing countries that have applied diagnostic tools, including Transport and Trade Facilitation Audits, Competitiveness Diagnostics, World Bank–led Diagnostic Trade Integration Studies, and Diagnostic Trade Integration Study Updates supported by Bank operations. *Data source: World Bank estimates, FY11–FY12 aggregate, July 2012.*

TIER III: DEVELOPMENT OUTCOMES AND OPERATIONAL EFFECTIVENESS

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

Satisfactory CAS/CPS completion (IEG ratings, %): Percentage of Country Assistance Strategy (CAS) 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 4-year period, July 2012.*

Status: R Performance standard: 70

Satisfactory (IBRD/IDA) operations outcomes at completion (IEG ratings, %): Percentage of projects at exit rated moderately satisfactory or satisfactory or highly satisfactory on achievement of outcomes by IEG for IBRD countries, IDA countries, and countries in fragile situations; Fragile and Conflict Affected Situation list changes every year and includes both IDA and IBRD. *Data source: World Bank data system, based on partial data, March 2013.*

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

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

Status: Y Performance standard: 80

Clients' impression of Bank effectiveness (scale: 1–10): Results from Country Survey for question: Overall, please rate your impression of the World Bank's effectiveness in ___ on a 10-point scale? (1—not effective at all, 10—very effective). *Data source: Country Survey Reviews FY08–FY12, February 2013.*

Status: Y Performance standard: 7

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

Status: Y Performance standard: 90

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

Status: Y Performance standard: 90

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

Status: G Trend stable and candor encouraged in rating progress

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

Status: G Disbursements in line with projections

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

Status: G Performance standard: 20

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

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

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

Status: G Stable trend

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

Status: Y Performance standard: 100

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

Status: G Performance standard: 100

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

Status: G Significant increase in Bank operations with beneficiary feedback

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

Status: Y Performance standard: 55

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

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

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

Status: ● *Significant increase in number of visits under Open Data policy*

Publications including research cited in professional journals (number): Cumulative value since start date of database in question (the three 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, World Bank, Washington, DC, 2010. *Data source: SCOPUS since 1965, SSCI/WoS since 1982, and GS.*

Status: ● *Bank performance strong compared to referenced peer organizations*

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

Status: ● *Insufficient data to establish trend*

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

Status: ● *Performance standard: 55*

Use of country systems for financial management (% of aid disbursed for government sector): Aid flows that use public financial management 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: ● *Performance standard: 65*

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

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

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

Status: ● *Performance standard: 66*

TIER IV: ORGANIZATIONAL EFFECTIVENESS AND MODERNIZATION

How efficiently is the Bank managing skills, capacity, resources, and processes?

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

Status: ● *Positive trend while absorbing decentralization costs*

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

Status: ● *Increased spending, but management attention still required with the operationalization of WDR 2011*

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

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

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

Status: ● *Status light not applicable*

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

Status: ● *Significant increase in RETF commitments with major allocation to high-priority clients*

Share of knowledge services funded by trust funds (%): Spending on core knowledge products funded by BETFs expressed as a share of total spending on core knowledge products from all funding sources (Bank Budget including reimbursables and BETFs). Core knowledge products include: (a) knowledge for external clients (ESW, impact evaluation, non-lending TA, and external training), (b) knowledge as a public good (research services, global monitoring and data, and WDR) and (c) knowledge for internal use (knowledge management and new product development). *Data source: World Bank estimates, July 2012.*

Status: ● *Close management attention to trust fund reforms; enabling the Bank to expand services to clients also has value to the donor community providing these funds*

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

Status: ● *Close management attention to trust fund reforms; enabling the Bank to expand services to clients also has value to the donor community providing these funds*

Staff diversity (index): A weighted composite index made up of the four 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 estimates, July 2012.*

Status: ● *Performance standard: 1.00*

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

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

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

Status: ● *Staff satisfaction high in last staff survey; will require continued monitoring*

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

Status: ● *Large number of operations approved since the approval of the new Program-for-Results instrument*

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

Status: ● *Large increase in available information in a short time*

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

Status: ● *Performance standard: 7*

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

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

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

Status: ● *Significantly below performance standard 10*

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

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

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

Status: ● *Includes new risk management approach*

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

Status: ● *Performance standard: 12 months*

Average cost of preparing a lending project (average, \$): The total accumulated cost from all funding sources (Bank Budget including reimbursables and BETFs) for preparing IBRD/IDA projects delivered in each fiscal year divided by the number of projects delivered in the same year. *Data source: World Bank estimates, July 2012.*

Status: ● *Faster and more cost effective delivery during crisis*

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

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

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

Status: ● *Performance standard: 5*

SECTOR ACTIONS RELATED TO POST-CRISIS DIRECTIONS

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

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

Support to sustainable infrastructure (average, \$ billion per year): Lending commitments, including IBRD, IDA, GEF, RETF, and Special Financing. *Data source: World Bank data system, July 2012.*

Status: ● *Post-Crisis Directions (PCD) projections met in fiscal 2011 (see April 2012 Scorecard); projection estimate replaced with "monitored"*

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

Status: ● *PCD projections met*

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

Status: ● *PCD projections met*

Appendix B: Notes on Calculation of Comparators for Selected Tier II Results

This section provides the background calculations for the comparisons made in figures 2.1 through 2.7. All regional calculations are based on Bank administrative regions, including only Bank client countries.

Comparison of number of teachers trained with Bank support

Database: World Development Indicators.

Comparison indicator: Primary education, teachers.

Data from 2010.

Comparison of number of immunized children with Bank support

Database: Health Nutrition and Population Statistics.

Comparison indicator: Population ages 0–14, total.

Data from 2011.

Comparison of health personnel trained with Bank support

Database: World Development Indicators.

Comparison indicator: Aggregate, sum of (a) physicians and (b) nurses and midwives.

Data from 2010 for physicians and 2009 for nurses and midwives, except for selected countries in Latin America and the Caribbean and Sub-Saharan Africa.

Stipulations:

Latin America and the Caribbean: Data for Belize, Brazil, Chile, Colombia, Cuba, Ecuador, El Salvador, Peru, Uruguay (2010); Argentina, Mexico (2004); Grenada, Jamaica, Nicaragua (2003); Paraguay, St. Lucia (2002); Bolivia, República Bolivariana de Venezuela (2001); Costa Rica, Dominican Republic, Guyana, Honduras, Panama, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname (2000); Guatemala (1999); Haiti (1998); Dominica (1997).

Sub-Saharan Africa: Data for Benin, Botswana, Burkina Faso, Cape Verde, Republic of Congo, Côte d'Ivoire, Ethiopia, The Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Malawi, Mali, Mauritania, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, Sudan, Tanzania, Togo, Uganda, Zambia (2010); Angola, Burundi, Cameroon, Central African Republic, Chad, Comoros, Democratic Republic of Congo, Equatorial Guinea, Eritrea, Gabon, Madagascar, Mauritius, São Tomé and Príncipe, Seychelles, South Africa, Swaziland, Zimbabwe (2004); Lesotho (2003); Kenya (2002); South Sudan excluded.

Comparison of number of people who benefited from social safety nets with Bank support

Database: Poverty and Inequality Database.

Comparison indicator: Number of poor at \$1.25 a day (PPP).

Data from 2008.

Comparison of number of women that accessed antenatal care with Bank support

Database: World Development Indicators.

Comparison Indicator: Pregnant women receiving antenatal care

Data from 2010, except for Europe and Central Asia

Stipulations:

Europe and Central Asia: Armenia, Georgia (2010); Albania, Turkey (2009); Tajikistan (2008); Ukraine (2007); Azerbaijan, Bosnia & Herzegovina, Kazakhstan, Kyrgyz Republic, Macedonia, Montenegro, Serbia, Turkmenistan, Uzbekistan (2006); Belarus, Moldova (2005), Latvia, Lithuania, Romania (2004); Bulgaria, Kosovo, Poland, Russian Federation excluded.

Abbreviations

ARTF	Afghanistan Reconstruction Trust Fund	GFRP	Global Food Crisis Response Program	MIGA	Multilateral Investment Guarantee Agency
BCOP	Budget Community of Practice	GHG	greenhouse gas	MP	Montreal Protocol
CASs	Country Assistance Strategies	GPSA	Global Partnership for Social Accountability	MSME	Micro, Small and Medium Enterprise
CCT	conditional cash transfer	G-SIFIs	Global-Systematically Important Financial Institutions	MW	megawatt
CF	carbon finance	Gwh	gigawatt hour	ODS	ozone depleting substances
CIF	Climate Investment Fund	ha	hectare	OGP	Open Government Partnership
CO ₂	carbon dioxide	HIV	human immunodeficiency virus	PATH	Programme of Advancement through Health and Education
COP	Communities of Practice	HRITF	Health Results Innovation Trust Fund	PCD	Post-Crisis Directions
CPF	Carbon Partnership Facility	IACOP	Internal Audit Community of Practice	PD	Paris Declaration
CPS	Country Partnership Strategy	IBRD	International Bank for Reconstruction and Development	PEMPAL	Public Expenditure Management Peer Assisted Learning
CSI	Core Sector Indicator	ICR	Implementation Completion and Results Report	PforR	Program-for-Results
DIME	Development Impact Evaluation Initiative	ICT	information and communication technology	RETF	Recipient-Executed Trust Fund
EASSy	Eastern Africa Submarine Cable System	IDA	International Development Association	RSP	Remittance Service Providers
EC	European Commission	IEG	Independent Evaluation Group	SABER	Systems Approach for Better Education Results
ECA	Europe and Central Asia	IFC	International Finance Corporation	SDI	Service Delivery Indicators
EITI	Extractive Industries Transparency Initiative	INDH	National Initiative for Human Development	SIEF	Strategic Impact Evaluation Fund
EQUIP	Education Quality Improvement Program	ISN	Interim Strategy Note	SIFI	Systemically Important Financial Institutions
ERPA	Emission Reduction Purchase Agreements	ISR	Implementation Status and Results Report	SME	small and medium enterprise
ESW	economic sector work	IUWM	Integrated Urban Water Management	SPF	State and Peace-Building Fund
EU	European Union	KNP	Kafue National Park	SSKE	South-South Knowledge Exchange
FBS	fee-based services	km	kilometer	StAR	Stolen Asset Recovery Initiative
FCPF	Forest Carbon Partnership Facility	LPI	Logistics Performance Index	STATCAP	statistical capacity building
FCS	fragile and conflict-affected situation	M&E	Monitoring and Evaluation	TA	technical assistance
FIU	Financial Intelligence Unit	MDB	multilateral development bank	TCOP	Treasury Community of Practice
FSB	Financial Stability Board	MDG	Millennium Development Goal	TSS	Transitional Support Strategy
FY	fiscal year			WBG	World Bank Group
GDP	gross domestic product			WPP	Water Partnership Program
GEF	Global Environment Facility			WSP	Water and Sanitation Program
GFDRR	Global Facility for Disaster Reduction and Recovery				

Note: All dollars are U.S. dollars unless otherwise noted.

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