



WORLD BANK CORPORATE SCORECARD SEPTEMBER 2013



Integrated Results and Performance Framework



THE WORLD BANK

What is the World Bank Corporate Scorecard?



Two ambitious goals guide World Bank Group actions: (i) ending extreme poverty by reducing the percentage of people living on less than \$1.25 a day to 3 percent by 2030; and (ii) promoting shared prosperity by fostering income growth for the bottom 40 percent of the population in every country. The pursuit of these goals needs to be done in a sustainable manner that secures the long-term future of the planet and its resources, ensures social inclusion, and limits the economic burdens future generations will inherit. The World Bank Group is committed to supporting countries in the achievement of these goals with a combination of financing, knowledge, and convening services.

The World Bank Corporate Scorecard provides information on the overall performance of the World Bank, as well as the results achieved by client countries, in particular on key global development objectives. The Corporate Scorecard facilitates strategic dialogue between Senior Management and the Board of Executive Directors on progress that has been made and on areas that need attention.

The World Bank Corporate Scorecard will be revised by the 2014 Spring Meetings so that it is aligned with the new World Bank Group-wide goals and Strategy. This revision will be part of a broader effort to develop a Group-wide results framework, with a World Bank Group Corporate Scorecard as its apex. The World Bank Group Scorecard will be a strategic document with a relatively small number of selective indicators aligned with the Group's goals and Strategy. It will be complemented by the World Bank Corporate Scorecard, the IFC Corporate Scorecard, and MIGA's Key Performance Indicators. Its key indicators are expected to be reflected in the memoranda of understanding with operational vice-presidencies, taking into account the

particularities of each business unit. The vision for the revised Corporate Scorecard is presented in the section "Next Steps in the Results Agenda."

The current edition of the World Bank Corporate Scorecard follows the existing structure and indicators. It uses an integrated results and performance framework, which is organized in a four-tier structure that groups indicators along the results chain (see "Summary of the Corporate Scorecard" below). Two of the tiers track elements of development results (**Tiers I and II**), and the other two capture elements of Bank performance (**Tiers III and IV**). As the Summary below shows, the Corporate Scorecard monitors, at an aggregate level, whether the Bank is functioning efficiently (Tier IV), and whether it is managing its operations and services effectively (Tier III) to support countries in achieving results (Tier II) in the context of global development progress and priorities (Tier I). It presents a high-level view and is not intended to provide country or activity-level information.

Tier I indicators show the long-term development outcomes that countries are achieving and provide the context and direction for the Bank's work. These high-level outcomes cannot be attributed to the Bank because countries and their development partners all contribute to these achievements over the long term through a combination of multi-sector interventions, actions, and policy decisions. These indicators are also affected by external factors such as global crises. **Tier II** highlights development results that countries have achieved with Bank support. **Tier III** indicators provide information on the effectiveness of the Bank's operations and services. **Tier IV** focuses on organizational effectiveness and explores how well the Bank is functioning and adapting to better support countries in achieving results.

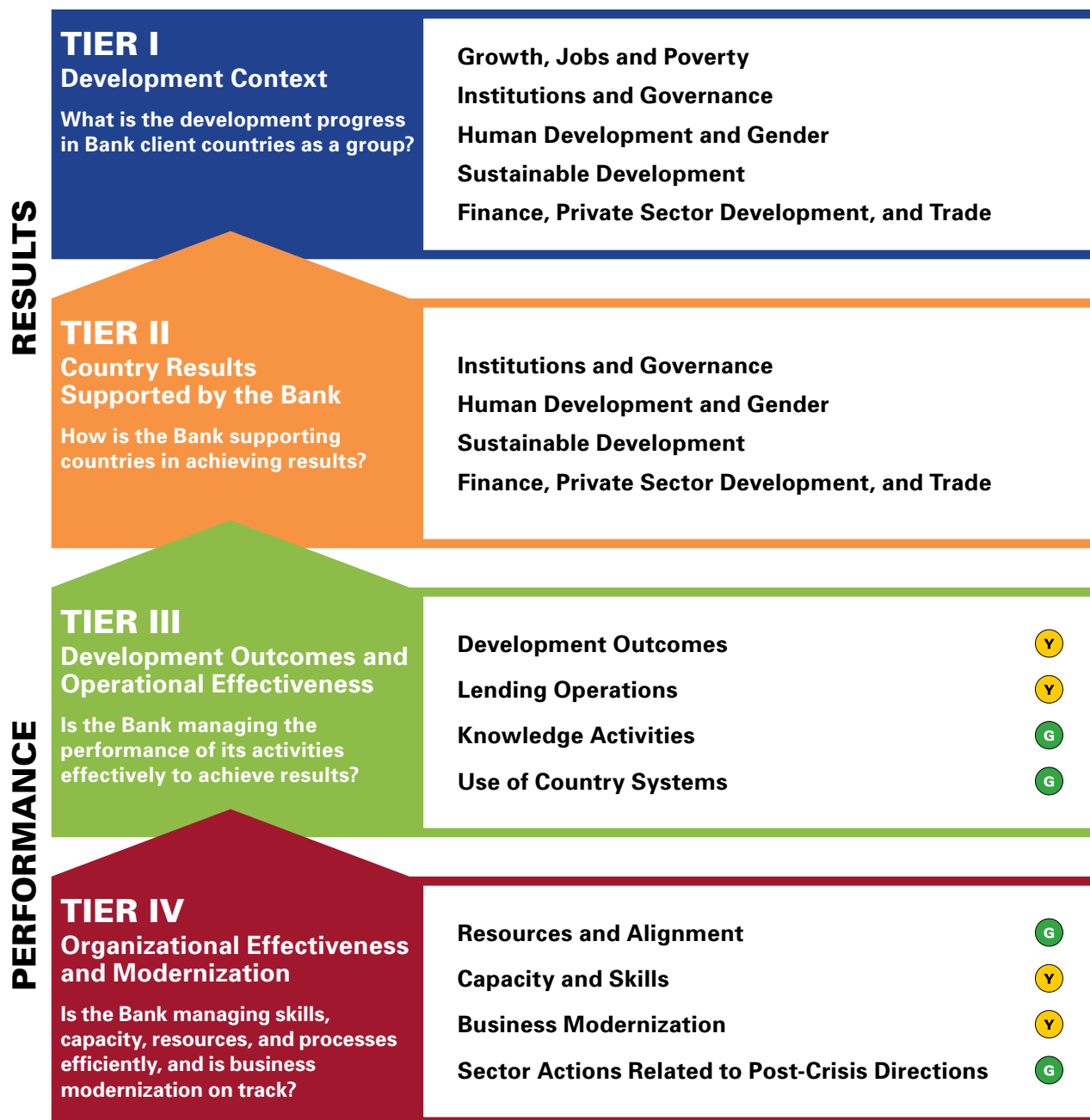
The World Bank has comprehensive systems – which are continuously improved – for measuring and monitoring both development results and its own performance. These systems are complemented by independent evaluations. In 2002, with the adoption of the Results Measurement System for the 13th replenishment of the International Development Association (IDA), the World Bank became the first multilateral development institution to use a framework with quantitative indicators to monitor results and performance. The Corporate Scorecard, first released in September 2011, expanded this approach to the whole of the World Bank by covering results and performance supported by financing from the International Bank for Reconstruction and Development (IBRD), IDA, and trust funds.

The Corporate Scorecard is updated twice a year and is discussed by the Board and Senior Management. Most indicators in Tier III and Tier IV are updated and reported to the Board on a quarterly basis. As of fiscal

year 2012, the Corporate Scorecard is incorporated into the World Bank's Annual Report. There have been several discussions between the Board and Senior Management on the Bank's results and performance based on the Corporate Scorecard, most recently in July 2013. Internally, the Bank's use of the Corporate Scorecard has expanded rapidly. Senior Management uses the Corporate Scorecard to follow performance and proactively address issues such as portfolio quality or lack of knowledge flows. The key performance indicators linked to the Corporate Scorecard are now included in the Memoranda of Understanding between Senior Management and Operational Vice Presidents.

In April 2012, the Bank launched an interactive, web-based version of the Corporate Scorecard, providing online access to the Bank's shareholders and stakeholders (<http://corporatescorecard.worldbank.org>).

Summary of the Corporate Scorecard



Legend for the Summary:

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

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

How are the indicators linked and tracked?



How are the indicators linked to the Bank's work and the MDGs?

Given the cross-cutting nature of development priorities and challenges, Corporate Scorecard indicators can be related to one or more key areas of the Bank's work. Each indicator is marked to show these linkages:

- Indicators for the eight **Millennium Development Goals (MDG)** are highlighted in Tier I.
- Indicators that are drawn from the **IDA16 Results Measurement System (RMS)** are marked with a (+) sign in all tiers.
- **M** indicates a link to **Modernization**.
- Numbers from 1 to 5 indicate linkages to the **Post-Crisis Directions (PCD)**:

Target the poor and vulnerable:	1
Create opportunities for growth:	2
Promote global collective action:	3
Strengthen governance:	4
Manage risk and prepare for crisis:	5

The Corporate Scorecard, first published in 2011, includes linkages to the World Bank's Modernization agenda, endorsed at the 2010 Spring Meetings. In April 2013, the World Bank Group's Governors endorsed two goals to guide World Bank Group activities going forward to end extreme poverty and to promote shared prosperity in ways that are sustainable. A new World Bank Group Strategy will set out the vision to reposition the World Bank Group to accomplish these goals. In addition, the World Bank Group has embarked on a more comprehensive "change process," which proposes changes to the way the World Bank Group operates so that it is better equipped to help its clients meet the goals of ending extreme poverty and promoting shared prosperity. The change process builds on the Modernization agenda. The Corporate Scorecard will be revised by the 2014 Spring Meetings to reflect the new goals, Strategy, and change process.

How does the Corporate Scorecard track status?

For all four tiers, the Corporate Scorecard establishes a baseline value and year against which progress can be measured. The Summary table indicates the overall status using a color-coded traffic light system. For Tiers I and II, color-coded traffic lights are not assigned since Tier I provides overall development context and Tier II presents country results achieved with Bank support. For Tiers III and IV, which assess Bank performance, the color coded traffic lights indicate Management's rating of the current status based on changes from previous reporting periods or comparison against an established performance benchmark.

- G On-Track.** A meaningful increase from baseline, or for indicators with performance standards, achievement meets or exceeds performance standard.
- Y Watch.** No meaningful increase or decrease, or for indicators with performance standards, achievement is close to performance standard but does not meet performance standard.
- R Off-Track.** A meaningful decrease from baseline, or for indicators with performance standards, achievement is not close to performance standard.
- NA Not Applicable.** There is insufficient data to establish a trend, or there is no performance standard.

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

Where do the Corporate Scorecard data come from?



The World Bank engages in a variety of development activities. The results of some of these activities are not easily measured in the aggregate; others are qualitative and do not lend themselves to quantitative measurement. The World Bank and others are working to develop metrics for these activities. Corporate Scorecard indicators were largely selected from a broader set for which reliable data already exist, albeit with different reporting frequencies. These indicators have standard definitions, and most data are available from existing reporting systems. The sources of data for the Corporate Scorecard indicators include the following, by tier:

Tier I. The MDGs and other global data are collected and reported through statistical databases and other reports by the World Bank (such as the World Development Indicators), the United Nations, and other reliable public sources. Because these indicators change gradually, it takes time (three to five years) to observe aggregate movement.

Tier II. Country results supported by Bank operations are collected through a rigorous bottom-up process from the Bank's operational data systems and documents. Each Bank operation has a results framework with indicators. During the lifetime of an operation, progress in these indicators is tracked through Implementation Status and Results Reports (ISRs), which are updated every six to twelve months and captured in the Bank's data systems for real-time reporting. While not all results indicators can be aggregated across operations, a subset now has standard definitions that allow corporate aggregation. Beginning in 2009, "standardized core sector indicators" were used in four sectors in IDA operations. These indicators were expanded to operations financed by IBRD and Recipient-Executed Trust Funds. As of July 31, 2013, 26 sectors/themes had rolled out core sector indicators. Data also come from the Implementation Completion and Results Reports (ICRs), which are prepared by staff and clients when an operation is completed. These reports are also reviewed by the Independent Evaluation Group (IEG).

Tier III and Tier IV. Most of the data come directly from the Bank's information systems. Data on the ratings of development outcomes of completed Country Assistance/Partnership Strategies (CASs/CPSs) and Bank operations (Tier III-A) come from independent evaluations by IEG. Bank portfolio performance indicators are captured in Bank systems, along with disbursements (Tier III-B), lending volume, resources, trust funds, staffing, and diversity indicators (Tier IV). Indicators of quality (Tier III-B) are based on a corporate assessment. Retrospective desk reviews, undertaken annually, provide the data on a number of operational effectiveness indicators, such as results frameworks and gender mainstreaming. Three Paris Survey indicators are used to measure the Use of Country Systems (Tier III-B): procurement, financial management, and collaborative analytical and advisory activities. Others are monitored by the Bank. The Modernization program (Tier IV) is monitored by Management through a broader set of indicators, some of which are included in the Corporate Scorecard.

Baseline and Current Values. Where available, both baseline and current values are provided. For some new indicators, those whose methodology was refined, or those for which more data became available, the baselines were re-established.

Data Aggregation. The Corporate Scorecard follows the IDA16 RMS methodology to report on many Tier II indicators, using a three-year estimate based on 11 years of data aggregated by the year of approval of the Bank-financed operations. Simple aggregation is used for the indicators where limited historical annual data is available. The Bank will continue to review data aggregation methodologies and introduce improvements over time.

TIER I: DEVELOPMENT CONTEXT

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



Tier I indicators of the Corporate Scorecard show the long-term development outcomes that countries are achieving and provide the context and direction for the Bank's work. These high-level outcomes cannot be attributed directly to the Bank, because they reflect multi-sector interventions, actions, and policy decisions of countries and their development partners.

Growth, Poverty Reduction and Shared Prosperity.

Countries continued to make progress on development priorities. Average annual GDP per capita in developing countries continued to grow, reaching \$2,723 (constant 2005 US\$) in 2012, fueled by, among other things, private sector investments, with domestic credit to the private sector increasing to 81 percent of GDP in 2012. The percentage of the population in the developing world (IBRD and IDA eligible countries) living on less than \$1.25 a day declined from 43 percent in 1990 to 20.9 percent in 2010. As a result, the first MDG target of halving the 1990 poverty rate by the year 2015 has been achieved. Still, some 1.2 billion people continue to live on less than \$1.25 a day, and an additional 1.2 billion live on \$1.25-2.00 a day. The 2011 employment to population ratio of 61.3 percent is lower than the 2005 level; youth unemployment is a particular challenge. To combat poverty, GDP growth needs to be complemented by rising incomes for the poorest segments of the population.

Progress on the MDGs. With the acceleration of economic growth since the late 1990s, sizeable global progress was made toward meeting the MDGs before the food, fuel, and financial crises of 2008-2011 disrupted positive trends. Nonetheless, four MDG targets have been met ahead of schedule, including halving extreme poverty, halving the proportion of population without access to safe water, improving lives of slum dwellers, and reaching gender parity in primary education. This progress has been uneven, however, and large disparities remain across and within countries.

The proportion of people without access to improved drinking water has been more than halved,

from 28 percent in 1990 to 13.1 percent in 2011, but the MDG target of halving the proportion of population without access to basic sanitation is unlikely to be attained. Only 57.4 percent of people had access to improved sanitation facilities in 2011, up from 53.2 percent in 2005. Gender parity in primary education has been achieved, and gender parity in both primary and secondary education is close to being on track, having reached 96.8 percent in 2011. However, about 60 million primary school-age children are still out of school, and the goal to provide education to every child is unlikely to be attained.

Progress has also been slower in reducing child and maternal mortality and reducing malnutrition. The under-five mortality rate fell from 67 per 1,000 live births in 2006 to 57 in 2011, but the rate of progress is insufficient to meet the MDG target of cutting the under-five mortality rate by two-thirds. The prevalence of children under age 5 who are underweight declined from 20.4 percent in 2005 to 16.6 percent in 2011, a slower pace than needed to meet the target. The MDG target of reducing the maternal mortality ratio by three-fourths is equally unlikely to be met, even though the rate of progress across the globe has doubled between 2005 and 2010, resulting in the reduction of maternal deaths from 290 to 230 per 100,000 live births.

Progress in Institutions and Governance. Effective institutions and good governance are essential for the efficient, adequate, and sustainable provision of public services, while checks and balances help ensure that governments are held accountable to the public. Measuring governance, however, is not easy, and progress in institutional strengthening and governance takes time. The three databases used in the Corporate Scorecard to measure progress in this area—the Bertelsmann Transformation Index, Freedom House's Countries at the Crossroads survey, and the Global Integrity Index—show only marginal improvements at the global level, but may conceal changes realized at the country level.

TIER I: DEVELOPMENT CONTEXT

As part of its diagnostics on institutions and governance, the Bank also monitors progress in building statistical capacity as a step for greater transparency and evidence-based decision making. Availability of reliable data is a condition for more open societies and more effective governments. Statistics provide the evidence needed to improve decision making, document results, and heighten public accountability. The Level of Statistical Capacity Index (0-100)—which assesses country capacity in areas such as statistical methodologies and data sources, periodicity, and timeliness—improved marginally from 67 in 2005 to 68 in 2012 at the global level, with stronger progress in IDA countries, which improved from 60 to 63.

Progress in Sustainable Development, Trade, and Private Sector Development. Sustainable development will require improved access to infrastructure and increased agricultural productivity and food security, while addressing climate change and environmental degradation. Despite significant achievements in increasing mobile telephone subscriptions (81 per 100 people in 2011) and improvements in access to water, sanitation, and electricity, key infrastructure bottlenecks remain, such as insufficient power generation capacity and transport links—for example, only 48.6 percent of roads are paved.

Private sector development and trade are important drivers of growth in developing countries. Inadequate

logistics continue to be a significant barrier to increased trade in the developing world, although the overall perception of a country's logistics, as measured by the Logistics Performance Index (1-5), improved slightly from 2.4 to 2.6 between 2007 and 2012. There are some signs that the investment climate has been improving at the global level; for example, the time required to start a business fell from 50 days in 2007 to 34 in 2012.

Agriculture plays a key role for food security and poverty eradication, as three out of four poor people in developing countries live in rural areas with agriculture as the main source of income and employment. The agriculture value added per worker continued to increase from \$856 in 2006 (constant 2005 US\$) to \$912 in 2011, with cereal yield also increasing.

Between 2005 and 2009, CO₂ emissions intensity of GDP declined from 0.65 kg CO₂/\$ to 0.61 kg CO₂/\$ (measured in 2005 PPP\$ of GDP). Yet as GDP has risen significantly, total emissions have increased so that global warming continues to pose a threat to sustainable development and poverty reduction, particularly since the distribution of its impacts is likely to disproportionately affect many of the world's poorest regions. Deforestation rates have declined, but are still at high levels, while the protected terrestrial areas have not been expanded, and ecosystems are still under pressure.

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 2005 US\$)	2,125	2006	2,723	2012	12	
Domestic credit to private sector	(% of GDP)	57.9	2005	81.0	2012	12	
Employment to population ratio (15+)	(%)	62.2	2005	61.3	2011	12	MDG1
Ratio of female to male labor force participation*	(%)	68.5	2006	67.7	2011	12	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	15	MDG4 Reduce by 2/3 rd from the baseline of 100, 1990
Prevalence of HIV, female	(% ages 15–24)	0.8	2009	1.02	2011	15	MDG6 Halt by 2015 and begun to reverse
Maternal mortality ratio*	(per 100,000 live births)	290	2005	230	2010	15	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	15	MDG1
Primary school completion rate*	(% of relevant age group)	85.4	2005	89.4	2011	12	MDG2 100% (baseline 69%, 1991)
Secondary school enrollment rate	(%, gross)	60.5	2005	67.0	2011	12	
Gender parity index in primary and secondary education*	(%)	94.4	2005	96.8	2011	12	MDG3 100% (baseline 84% 1991)
SUSTAINABLE DEVELOPMENT							
<i>Infrastructure</i>							
Paved roads	(% of total roads)	31.6	1999-03	48.6	2005-10	12	
Access to an improved water source*	(% of population)	83.1	2005	86.9	2011	12	MDG7 Halve proportion of people without access (baseline 28% 1990)
Access to an improved sanitation facility*	(% of population)	53.2	2005	57.4	2011	12	MDG7 Halve proportion of people without access (baseline 28% 1990)
Household electrification rate*	(% of households)	[56.9]	2005	[62.8]	2010	12	
Mobile cellular telephone subscriptions*	(per 100 people)	33	2006	81	2011	12	MDG8
<i>Agriculture Productivity and Food Security</i>							
Cereal yield	(kg per hectare)	2,902	2006	3,301	2011	125	
Agriculture value added per worker	(constant 2005 US\$)	856	2006	912	2011	125	
<i>Climate Change and Environment</i>							
CO ₂ emissions*	(kg per 2005 PPP\$ of GDP)	0.65	2005	0.61	2009	3	MDG7
Protected terrestrial areas	(% of total land area)	12.0	2006	12.1	2010	13	MDG7
Average annual deforestation	(%)	0.3	1990-00	0.2	2000-10	13	MDG7
FINANCE, PRIVATE SECTOR DEVELOPMENT AND TRADE							
Male-female gap in the population with an account at a formal financial institution	(% of population 15+)	10.2	2011	10.2	2011	12	
Trade logistics performance index: Overall*	(scale: 1=low, 5=high)	2.4	2007	2.6	2012	123	MDG8
Trade diversification						123	MDG8
• Product export diversification	(index: 0–1)	0.24	2005	0.23	2012		
• Market diversification	(index: 0–1)	0.23	2005	0.22	2012		
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 the IDA16 Results Measurement System.

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

TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

How is the Bank supporting countries in achieving results?



The Bank provides financial resources, shares knowledge and analysis, supports institutions and country capacity, and facilitates partnerships and knowledge exchanges among developing countries to help them address development challenges and reach the goals of ending extreme poverty and promoting shared prosperity in a sustainable manner. As a part of the "change process," the Bank is working toward strengthening its technical capacity to deliver first-class implementation support and advisory services to its clients to help them achieve these ambitious goals. Tier II includes 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.

Support to Institutions and Governance

The Bank provides long-term support to countries to help them strengthen the institutions they need in order to plan and manage resources effectively, deliver services, and improve their development outcomes. The Corporate Scorecard indicators measure the number of countries that have, with World Bank support, strengthened the performance of their public sector management systems. Between fiscal years 2010 and 2013, the Bank helped 72 countries strengthen their public financial management systems, 18 countries strengthen their procurement systems, 39 countries strengthen their civil service and public administration, and 34 countries strengthen their tax policy and administration. Since fiscal year 2006, the Bank supported improvements in transparency and access to information in 78 countries, and since 2008 helped build better national statistical systems in 13 countries. Over fiscal year 2013, 88 countries received Bank support in the areas of asset, liability, and risk management. This support helps clients preserve or enhance the value of national financial assets and strengthen the capacity of official sector asset managers to manage such assets; strengthen their sovereign and sub-sovereign debt management capacity; and mitigate financial and other exogenous risks such as interest rate and currency risks, natural disasters, and commodity price volatility.

Support to Human Development and Gender

Education. The overarching goal of the Bank's work in education is not just schooling, but learning. Given successes in achieving access to education for both boys and girls, the Bank stepped up its focus on the development of quality education systems that result in improved learning for all, as described in the Education Strategy 2020. It is also working to help the poorest countries achieve universal primary completion and gender parity in primary and secondary education by 2015. Based on the fiscal year 2013 data update, 1.1 million teachers (three-year estimate) were recruited or trained. In addition, the Bank supported learning assessment efforts in 40 countries during fiscal years 2008 to 2013, with the aim of improving the effectiveness of national education systems. As of fiscal year 2013, the Systems Approach for Better Education Results (SABER), developed by the Bank, had been introduced in more than 100 countries. SABER contains a set of tools that help countries carry out a detailed, comparable, learning-focused analysis of the quality of their education policies.

Health. The Bank is committed to helping countries improve the health and nutrition of their populations by strengthening health systems, expanding access and quality, and controlling disease. Results are at the core of the health sector operations, and the Bank was an early adopter of results-based financing that links payments with outputs and outcomes—for example, the number of women receiving antenatal care. Since 2007, the Bank-administered Health Results Innovation Trust Fund has helped a number of countries develop results-based projects and is currently financing 31 country pilot grants in 28 countries—18 of them in Africa. The Corporate Scorecard's update for fiscal year 2013 shows the following three-year estimates: 34.8 million people received packages of basic health services, 144 million children were immunized, 55.7 million people from vulnerable groups were provided nutrition services, and 48 million pregnant women received antenatal care. The Bank also plays a leading role in generating knowledge on the impact of health investments on maternal and children's health outcomes.

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	FY13	24
Countries with Bank supported programs on asset, liability and risk management	(number)	Output	64	FY10	88	FY13	245
Countries with Bank supported programs on transparency and access to information	(number)	Output	61	FY11	78	FY13	24
Countries with strengthened Public Management Systems in:							
• Civil service and public administration	(number)	Outcome	28	FY12	39	FY13	24
• Tax policy and administration	(number)	Outcome	27	FY12	34	FY13	24
• Public financial management	(number)	Outcome	57	FY12	72	FY13	24
• Procurement	(number)	Outcome	11	FY12	18	FY13	24
SUPPORT TO HUMAN DEVELOPMENT AND GENDER							
Teachers recruited and/or trained*	(millions)	Outcome	0.95	FY11	1.1	FY13	12
Countries with Bank-supported learning assessments	(number)	Output	26	FY10	40	FY13	12
People with access to a basic package of health services*	(millions)	Outcome	18.2	FY11	34.8	FY13	15
Children immunized*	(millions)	Outcome	78	FY11	144	FY13	15
Beneficiaries covered by social safety net programs	(millions)	Outcome	114.6	FY09	104.9	FY13	15
Gender							
Pregnant women receiving antenatal care*	(millions)	Outcome	17	FY11	48	FY13	15
Women and girls benefiting from social protection programs and other targeted schemes	(millions)	Outcome	78	FY12	86	FY13	12
SUPPORT TO SUSTAINABLE DEVELOPMENT							
Infrastructure							
Roads constructed or rehabilitated*	(kilometers)	Output	56,504	FY11	73,101	FY13	12
People provided with access to improved water sources*	(millions)	Outcome	38.2	FY12	40.1	FY13	125
People provided with access to improved sanitation*	(millions)	Outcome	2.9	FY12	4.3	FY13	125
Transmission and distribution lines constructed or rehabilitated	(kilometers)	Output	12,603	FY11	22,156	FY13	2
Generation capacity of conventional and renewable energy	(megawatts)	Output	1,553	FY11	3,032	FY13	2
People provided with access to electricity	(millions)	Outcome	7.2	FY13	7.2	FY13	12
Agriculture Productivity and Food Security							
Area provided with irrigation services	(hectares, millions)	Output	0.7	FY11	1.4	FY13	125
Farmers adopting improved agricultural technology	(number)	Outcome	533,380	FY12	710,562	FY13	125
Nutrition services for vulnerable groups	(millions)	Outcome	14.3	FY12	55.7	FY13	125
Climate Change and Environment							
Emission reduction with support of special climate finance instruments	(annual, million tons CO ₂ equivalent)	Outcome	315	FY11	432	FY12	35
Countries ensuring that disaster risk reduction is a national priority	(number)	Outcome	21	FY12	21	FY12	1235
SUPPORT TO FINANCE, PRIVATE SECTOR DEVELOPMENT AND TRADE							
Active number of microfinance loan accounts	(millions)	Outcome	31	FY12	30	FY13	125
Countries that have applied trade-related diagnostic tools	(number)	Outcome	15	FY12	35	FY13	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 year when most recent data are available.
	+	Indicators used in the 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 and RETFs. For the indicators that report data for the first time the baseline and current values are the same.

TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

Social Protection. Social protection and labor policies and programs are designed to improve people's capacity to manage risks and their resilience to diverse shocks, including financial, fuel, and food crises. They focus especially on vulnerable groups, equity for the poor with protection against destitution and poverty, and opportunity for all by promoting human capital in children and adults and "connecting" men and women to more productive employment. IEG assessed Bank-financed safety nets positively for maintaining project quality while also responding quickly. The Bank almost tripled its support to safety net and other social protection and labor programs during fiscal years 2009 to 2011 in response to the financial, fuel, and food crises. Based on the review of the most recent project exit data, nearly 105 million people (three-year estimates) have benefitted from the coverage of social safety nets. In addition, knowledge services have increasingly played a critical part in supporting the safety nets agenda, particularly where implementation capacity is weak. In fiscal years 2009 to 2012, the Bank conducted a total of 60 safety net assessments, covering 40 countries.

Gender. The Bank's approach to gender has evolved from a primary focus on human development to a more comprehensive framework encompassing women's economic opportunities and women's voice, agency, and participation. The Bank's operations and analytical work both cover a wide range of gender-related topics, including economic opportunity, jobs, gender-based violence, inclusion, voice, and leadership; as well as increasingly diverse sectors, including agriculture, rural development, infrastructure, extractive industries, and entrepreneurship. The Corporate Scorecard data show that Bank support is enabling countries to reach women and girls. The updated three-year estimate for women and girls that benefitted from social protection programs and other targeted schemes is 86 million. In addition, as noted earlier, the latest three-year estimate for women that received antenatal care is 48 million.

Support to Sustainable Development

Infrastructure. The Bank helps countries follow a sustainable development path by supporting improved access to infrastructure services and building capacity and providing tools to plan and prioritize investments, especially for the poor. The Bank will continue to help countries deliver investments that optimize spatial, low-carbon, inclusive growth and co-benefits. Such projects can be regional and can connect countries with power grids, large-scale renewable energy, broadband, and transportation corridors. These investments often mobilize additional private capital through expanded public-private partnership arrangements and greater use of guarantee instruments.

In the transport sector, the Bank emphasizes integrated transport solutions to support safe, clean, and affordable transport. It takes account of the wider benefits of transport in providing access to social services, generating trade opportunities, and shaping the economic geography of countries and regions. Based on the fiscal year 2013 review, three-year estimates show that Bank-supported projects constructed or rehabilitated 73,101 kilometers of roads. In the water sector, the Bank supports countries' efforts to improve governance and management of the water supply and sanitation infrastructure, strengthen institutional capacities at the state and local levels, and promote sustainable utilities. Based on the fiscal year 2013 data review, three-year estimates show that Bank-supported projects have provided 40.1 million people with access to improved water and 4.3 million people with access to improved sanitation.

In the energy sector, World Bank engagement focuses on helping client countries secure affordable, reliable, and sustainable energy supply needed to achieve the goals of ending extreme poverty and promoting shared prosperity. The approach mirrors the objectives of the Sustainable Energy for All Initiative aimed at achieving universal access to modern energy services, accelerating improvements in energy efficiency, and doubling the global share of renewable energy by 2030. This is the first year that the Corporate Scorecard reports on the number of people provided with electricity access. The fiscal year 2013 data review shows a three-year estimate of 4.4 million people that gained direct access to electricity through grid or off-grid connections. In addition, it can be inferred that 2.8 million people (three-year estimate) were provided with access to electricity as a result of World Bank-funded generation projects that contributed a portion of their power to supply new connections. The Corporate Scorecard reports the total number of people provided with access to electricity through direct and inferred connections. The Bank has continued supporting generation, transmission, and distribution investments, with the updated three-year estimates of 3,032 megawatts of generation capacity, and 22,156 kilometers of transmission and distribution lines as of fiscal year 2013.

Agriculture and Food Security. With 75 percent of the world's poor living in rural areas and most involved in farming, supporting agriculture remains fundamental to achieving economic growth, poverty reduction, economic transformation, and food security, especially in Africa. In response to the 2008 food crisis, the Bank increased its support to agriculture, focusing on raising agricultural productivity, reducing risk and vulnerability, improving non-farm rural incomes, and strengthening

TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

the governance of natural resource use. According to the fiscal year 2013 data analysis of key elements of agricultural productivity and food security, three-year estimates show that the Bank has supported provision of irrigation services for more than 1.4 million hectares of arable lands, helped 710,562 farmers adopt improved agricultural technologies, and reached 55.7 million pregnant/lactating women, adolescent girls and/or children under age five with basic nutrition services. Also, since 2008, operations funded under the Global Food Crisis Response Program have reached an estimated 66 million people in 49 countries through public works programs, school feeding programs, nutritional interventions, cash transfer programs, and the provision of agricultural inputs and rehabilitation of small-scale irrigation.

Climate Change and the Environment. The Bank aims to help the global community and individual countries increase resilience to the impacts of climate change; develop clean energy solutions; adopt climate-smart plans in land use, agriculture, and infrastructure; and protect vulnerable groups from environment-related health risks such as air and water pollution. The climate change agenda has been integrated across the World Bank as a priority, and the Bank is supporting adaptation and/or mitigation programs in 130 countries. The Bank is working with clients to mobilize and leverage resources to advance climate-smart development with the Climate Investment Funds (CIF) and other financing instruments. Forty-eight countries are tapping CIF resources of \$7.6 billion to plan and implement innovative country-led strategies to accelerate low-carbon, climate-resilient development. The Bank also supports market-based mechanisms for mitigation in 65 countries through carbon finance operations and capacity building activities. The capacity building activities have grown significantly in recent years and include a number of additional countries beyond those in which the Bank has a carbon finance portfolio. The support from the Bank's special climate instruments contributed to about 432 metric-tons reduction in CO₂ equivalent over fiscal years 2010 to 2012.

Through the Global Facility for Disaster Reduction and Recovery (GFDRR), a trust fund established in 2006, and other mechanisms, the Bank helps countries recover from natural disasters and develop institutions, programs, and instruments to better withstand future shocks. The new outcome measure replacing the output indicator reports on the number of countries that ensure that disaster risk reduction is a national or local priority. The indicator (Priority 1 of the Hyogo Framework for Action 2005-2015) measures the extent to which countries have a national policy, legal

framework, capacity, resources, community participation, and multisectoral platforms for disaster risk reduction. In fiscal years 2010 to 2012, Bank operations helped 21 countries ensure that disaster risk reduction is a national priority. GFDRR analysis also shows that its advisory and technical assistance activities have contributed to ensuring that disaster risk reduction is a national priority in 14 countries.

Support to Finance, Private Sector Development, and Trade

In the aftermath of the global financial crisis, Bank support for expanding opportunities for private sector development is particularly relevant. Private sector investment and expansion are critical for the creation and preservation of jobs, and the Bank works to enhance competition, innovation, and entrepreneurship, and build the environment to attract private investment. In more than 70 countries, the Bank continues to support the broadening and deepening of financial markets to improve access by micro, small, and medium enterprises; the development of payment and remittance systems, collateral registries, and credit bureaus; and the creation of supportive regulatory and supervisory environments. During fiscal years 2009 to 2013, microfinance and financial institutions benefiting from Bank support had an average of 30 million active microfinance loan accounts per year in the developing world. The Bank also continues to participate in the global dialogue on reforming the international financial system and helping countries conduct evaluations that measure their performance against international standards in order to identify and implement needed changes.

A country's competitiveness is also affected by trade costs and trade logistics. The Bank supports governments with development of trade corridors, trade facilitation, and improved logistics focusing on reducing inefficiencies along the supply chain. More than two-thirds of World Bank CASs/CPSs include trade-related activities, and the Bank is the largest multilateral provider of Aid for Trade. The Bank advises governments on how to reduce the time and costs involved in trade and to rationalize trade logistics systems and services. It includes help with border clearance processes; electronic payment systems; and interagency coordination on a variety of issues, including customs, product standards, phytosanitary standards, health standards, and "green" supply chains. During fiscal years 2011 to 2013, the Bank supported 35 countries in successfully applying trade-related diagnostic tools. These tools allow for a comprehensive assessment of the constraints to competitiveness and trade facilitation.

TIER III: DEVELOPMENT OUTCOMES AND OPERATIONAL EFFECTIVENESS

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



The Bank's policies, systems, and processes reinforce its emphasis on results. They include quality assurance, monitoring of results and performance, and self-evaluation, complemented by ex-post independent evaluation of strategies and operations by IEG and by client feedback through client surveys. Tier III reviews the overall success of Bank activities in achieving their development goals. It also examines the effectiveness of Bank operations, including the quality and results orientation of its operations and knowledge activities, the performance of its lending portfolio, the mainstreaming of gender in its operational work, client feedback on its operations and knowledge work, and the use of country systems. The Bank has recently embarked on a comprehensive "change process," which proposes changes to the way the World Bank Group operates so that it is better equipped to help its clients meet the goals of ending extreme poverty and promoting shared prosperity, while ensuring economic, social, and environmental sustainability. Successful implementation of the change process is expected to result over time in improved development outcomes, responsiveness to clients, operational effectiveness, results orientation, and use of country systems—all measured by Tier III indicators.

Development Outcomes

Countries own and implement the operations supported by the Bank. Country factors, external events, risks (anticipated and unanticipated), and the quality of design and implementation all affect the outcome of Bank-financed operations.









Development outcomes of IBRD/IDA operations. IEG's evaluations of projects exiting the portfolio in fiscal year 2011 indicate that the share of operations that achieved their development objectives was close to 70 percent, similar to fiscal year 2010 findings. Of these, 76 percent of IBRD operations and 65 percent of IDA operations were rated satisfactory on achievement of their development outcomes. In fragile and conflict-affected situations, 64 percent of operations received a satisfactory rating. These figures, however, are based on IEG evaluations of 68 percent of operations that

exited in fiscal year 2011 (as of August 2013) and may therefore not be fully representative of all operations exiting in fiscal year 2011.

It is important to note that there has been a change of reporting methodology for IBRD and IDA operations in order to harmonize data in several Bank systems and management tools—including the Corporate Scorecard, Memoranda of Understanding with Operational Vice-Presidents, Quarterly Business and Risk Review, and the Management Dashboard. In the past, IBRD and IDA data were reported based on country classification. The current data is based on classification by the financing agreement type — IBRD agreements and IDA agreements, with blended IBRD/IDA operations included in the IBRD category. Due to this change, the data reported for IBRD and IDA in this Corporate Scorecard is not directly comparable with the data reported for IBRD and IDA in past Corporate Scorecard updates. The fiscal year 2008 baseline values for the two aforementioned indicators have been adjusted using the new methodology. Fragile situations (IBRD/IDA) are still reported based on the Harmonized List of Fragile Situations (as of fiscal year 2013). See Definitions for more details on this change.

The Bank is committed to improving development outcomes. The Bank has revamped its quality assurance system to strengthen the quality processes governing Bank-financed operations and thus help ensure that these operations are most likely to deliver the expected development results. The actions taken are: (i) clarifying and harmonizing accountabilities and processes in operations; (ii) introducing strengthened mechanisms for technical support to teams; (iii) improving operational learning and certification for task team leaders; (iv) strengthening corporate reviews across all instruments; and (v) establishing a new corporate portfolio quality monitoring system for strategic and timely reporting to Senior Management. Among other things, the Bank is developing a Management Dashboard that will provide comprehensive real-time data to management on the institution's performance, including portfolio quality.








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	57.0	FY13	70	
Satisfactory (IBRD/IDA) operations outcomes at completion	(% IEG rating)	76.1	FY08	69.5	FY11	Monitored	
• IBRD operations	(% IEG rating)	76.1	FY08	76.1	FY11	80	
• IDA operations	(% IEG rating)	76.1	FY08	65.1	FY11	75	
• Fragile situations (IBRD/IDA)*	(% IEG rating)	73.7	FY08	64.0	FY11	70	
Clients' impression of contribution of Bank knowledge work	(scale: 1–10)	6.7	FY12	6.8	FY13	Monitored	
Analytic and advisory activities objectives accomplished*	(%)	91.0	FY13	91.0	FY13	Monitored	
Clients' impression of Bank effectiveness	(scale: 1–10)	6.9	FY08	6.4	FY13	7	




III-B: Operational Effectiveness

LENDING OPERATIONS



Ensuring Sound Quality and Portfolio Performance

Quality of design for investment operations*	(%)	76	FY09	83	FY11	90	
Quality of implementation support for investment operations	(%)	83	FY09	78	FY11	90	
Satisfactory implementation of active operations	(%)	88	FY08	82.7	FY13	Monitored	
Gross disbursements	(US\$ billions)	19.6	FY08	27.1	FY13	Monitored	
Disbursement ratio*	(%)	21.3	FY08	19.8	FY13	20	
Average time from approval to first disbursement	(months)	12	FY08	4.9	FY13	Monitored	
Recipient executed trust fund disbursements	(US\$ billions)	2.9	FY08	3.3	FY13	Monitored	

Managing Operations for Results, Monitoring, and Evaluation

Projects with indicators capturing all aspects of development objective*	(%)	83	FY09	94	FY13	100	
Implementation Completion and Results Reports reporting key results*	(%)	95	FY12	98	FY13	100	
Bank operations with beneficiary feedback	(%)	22	FY11	34	FY13	Monitored	





Gender Mainstreaming

Projects with gender-informed design*	(%)	60	FY10	97	FY13	12	Monitored	
CAS/CPS that draw on and discuss gender assessment findings*	(%)	60	FY08	100	FY13	12	100	





KNOWLEDGE ACTIVITIES

Data freely accessed by global users	(million visits)	1.7	2008	9.9	2012	Monitored	
Publications including research cited in professional journals	(number)	18,000	2010	18,000	2010	Monitored	

USE OF COUNTRY SYSTEMS

Use of country systems for procurement (PD survey)*	(%)	40	2006	55	2011	55	
Use of country systems for financial management (PD survey)*	(%)	42	2006	71	2011	65	
Use of country monitoring and evaluation systems*	(%)	72	FY09	79	FY13	Monitored	
Collaborative analytical and advisory activities (PD survey)*	(%)	49	2006	59	2011	66	

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	*	Based on Harmonized list of Fragile Situations fiscal year 2013.
	+	Indicators used in the IDA16 Results Measurement System.
	YEAR	Represents the fiscal year when most recent data are available.
PERFORMANCE STANDARDS		Performance standards/targets are provided where available. Indicators are "monitored" where performance standard or target is not relevant.
	On-Track.	A meaningful increase from baseline, or for indicators with performance standards, achievement meets or exceeds performance standard.
	Watch.	No meaningful increase or decrease, or for indicators with performance standards, achievement is close to performance standard but does not meet performance standard.
	Off-Track.	A meaningful decrease from baseline, or for indicators with performance standard, achievement is not close to performance standard.
	Not Applicable.	There is insufficient data to establish a trend, or there is no performance standard.

Note: CAS=Country Assistance Strategy; CPS=Country Partnership Strategy; PD=Paris Declaration.

TIER III: DEVELOPMENT OUTCOMES AND OPERATIONAL EFFECTIVENESS

The impact of these actions, however, will only be reflected in IEG ratings with a significant lag, when current operations benefitting from these measures have closed. For fragile and conflict-affected situations, the Bank is implementing the recommendations of the *World Development Report 2011: Conflict, Security, and Development* by introducing new approaches that align its engagement more closely with realities on the ground.

Results-based CAS/CPSs. IEG gave satisfactory outcome ratings to 57 percent of results-based CAS/CPSs in the last four years (during fiscal years 2010 to 2013), below the performance standard of 70 percent. These CAS/CPSs are among the first generation of strategies to include results-based framework, and they may have been overambitious in setting the development outcomes. This may in part explain the lower rating.

The Bank is focusing efforts on helping teams strengthen results frameworks and improve measurement of results. The ratings will start to reflect the outcomes of these efforts in the next two to four years when currently active CAS/CPSs are completed and reviewed. The Bank is also harmonizing its CAS/CPS review methodology with that of IEG to reduce the disconnect in ratings. Additional strengthening of the results orientation of the country strategies/frameworks is expected through implementation of a new concept of a Country Partnership Framework, which is part of the Bank's change agenda.

Client feedback. The World Bank seeks feedback on its work from its clients, beneficiaries, partners, and other key stakeholders. In the country-level surveys carried out in fiscal year 2013, respondents from 35 client countries rated the Bank 6.4 on a 10-point scale on their impression of the Bank's effectiveness. The respondents from the same client countries also rated the Bank 6.8 on a 10-point scale on the contribution of the Bank's knowledge work to their countries' development results. The client surveys are being expanded to also measure client perceptions of the Bank's responsiveness, openness, collaboration, staff skills, and use of country systems. In addition, the World Bank Group is implementing the change proposal on citizen engagement, which aims to incorporate more systematically citizen voices and beneficiary feedback into its activities.

Operational Effectiveness

Disbursements peaked during the period of financial crisis—having risen from \$19.6 billion in fiscal year 2008 to \$40.3 billion in fiscal year 2010—and then began to

decline. Disbursements in fiscal year 2013 were \$27.1 billion, still above the pre-crisis fiscal year 2008 baseline. The disbursement ratio for investment lending projects, which typically disburse over a period of four to six years, was 19.8 percent.

In fiscal year 2013, 82.7 percent of active projects were rated satisfactory in terms of the likelihood of meeting their development objectives, a decline from fiscal year 2008 baseline of 88 percent. This decline, however, may reflect more realistic ratings of project performance. As discussed above, in order to improve development outcomes and operational effectiveness, the Bank has rolled out a revamped quality assurance system, with stronger corporate monitoring of its operational effectiveness. In managing its portfolio performance, the Bank emphasizes implementation support and risk management.

The Bank continues to emphasize results. A well-articulated results framework, linking project activities to results on the ground, is one of the key pre-conditions for successful implementation of the project. In addition, it enables Bank staff to use evidence in managing for development results. A review of new operations approved in fiscal year 2013 found that 94 percent of them clearly formulated their development objectives—and included measurable outcome indicators to track the achievement of these development objectives; this affirms this indicator's upward trend since the baseline of 83 percent in fiscal year 2009. Projects' focus on results can be further enhanced by introduction of beneficiary feedback. The percentage of projects that included beneficiary feedback in their design fluctuated between 22 percent and 44 percent in the last three years, with the most updated value of 34 percent in fiscal year 2013.

Gender Mainstreaming

The Bank has continued to strengthen efforts to mainstream gender and implement strategic directions, drawing on the findings of the *World Development Report 2012: Gender Equality and Development*. In fiscal year 2013 (as well as in fiscal years 2011 and 2012), all CAS/CPSs drew on and discussed the findings of a gender assessment, meeting the Corporate Scorecard performance standard of 100 percent. Management continues to highlight the importance of integrating gender into the Bank's operations as a corporate priority. Training, seminars, and communities of practice have been established to help staff better integrate gender into their work, and a wide network of gender focal points is helping country teams advance the gender equality agenda. In fiscal year 2013, 97

percent of Bank operations were considered gender-informed. Knowledge and data gaps are being addressed through country and global efforts to enhance capacity to produce and use gender statistics, and the World Bank's Gender Data Portal serves as a one-stop shop for up-to-date gender data and statistics from a variety of sources.

Knowledge Services

The Bank is implementing a multi-pronged approach to measure the quality and impact of knowledge services. It currently conducts self-assessments, is scaling up client feedback, and there are plans to increase the number of independent evaluations. Feedback in country surveys shows that respondents rate the Bank 6.8 out of 10 on their impression of the Bank's knowledge work and its contribution to development results in their country. Based on self-assessment, 91 percent of the Bank's knowledge services—Economic and Sector Work (ESW) and Technical Assistance (TA)—were rated largely and fully achieved in fiscal year 2013, following an updated methodology for processing and assessing results for ESW/TA. Data from client feedback for ESW and TA will be processed in fiscal year 2014, with expansion planned to other core knowledge products in fiscal year 2015.

The Bank is increasingly providing analytic and technical assistance services in collaboration with clients and development partners. The 2011 Paris Declaration Survey found that the Bank conducted 59 percent of its work collaboratively, a figure the Bank aims to continue raising closer to its performance standard of 66 percent. Since fiscal year 2012, the Bank has supported six knowledge platforms as experiments in collaborative knowledge generation, including Open Development Technology Alliance, Urbanization, Green Growth, Jobs, Secure Nutrition, and the Hive—the last on fragile and conflict-afflicted situations.

In addition, the Bank has made advances in sharing knowledge and data globally and with its clients.

Under the Open Data Initiative, its data website received nearly 9.9 million visits during the 2012 calendar year. The Bank's Open Access Policy for Research and Knowledge went into effect July 1, 2012. The centerpiece of the policy is the Open Knowledge Repository, which places most of the Bank's research and knowledge products under a Creative Commons attribution copyright license, making them accessible to a wide audience.

The Bank is committed to increasing its focus on knowledge services in the effort to be the "Solutions Bank," delivering integrated development solutions to complex development challenges through financing, knowledge, and convening services. The change process places a strong emphasis on knowledge and is expected to strengthen knowledge flows both within the World Bank Group and for the benefit of clients and other stakeholders.

Use of Country Systems

By using country systems, the Bank places a high priority on helping countries strengthen their country institutions and systems. It does this in collaboration with other development partners (multilateral development banks, other multilateral organizations, and bilateral donors). The use of country systems in Bank operations has improved over time. The Bank surpassed the Paris Declaration Survey targets for procurement (50 percent) by 5 percentage points and for financial management (51 percent) by 20 percentage points in 2010.

Strong systems for monitoring and evaluation enable better assessments of development results and evidence-based decision-making. In fiscal year 2013, 79 percent of IBRD/IDA projects used country monitoring and evaluation systems. The Bank continues to support efforts to build country statistical capacity through financing and partnerships such as 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.

TIER IV: ORGANIZATIONAL EFFECTIVENESS AND MODERNIZATION

Is the Bank managing skills, capacity, resources, and processes efficiently?



The Bank continues to work to improve its organizational effectiveness, to better align the skills and capacity of its staff with its goals, and to become more responsive and accountable to its stakeholders. Tier IV also measures results of the Modernization agenda, endorsed at 2010 Spring Meetings, which is now largely completed and is being succeeded by a more comprehensive “change process.” Going forward, it is expected that the modernization indicators will be revised and replaced by those measuring outcomes of successful implementation of the change process.

Resources and Alignment

There have been steady improvements in the Bank’s organizational effectiveness. The Bank increased spending on client services in fragile and conflict-affected situations as a percentage of total client services from 4.9 percent in fiscal year 2008 to 6.2 percent in fiscal year 2013. The Bank’s core services are increasingly delivered by staff based in client countries, with the percentage of tasks being managed from the field rising from 40.1 percent in fiscal year 2008 to 45.5 percent in fiscal year 2013.

Working with a flat annual administrative budget in real terms since fiscal year 2006, the Bank has made continuous improvements in the way it allocates and uses its resources. The Bank is rebuilding its budget flexibility, now at 3.4 percent. This reflects rollback of the pre-programming of the +2 percent band earlier allocated to support the crisis response, in order to remain prepared for unexpected developments and demands in the future. The use of Bank-Executed Trust Funds provided by donors for the Bank’s knowledge services for clients has increased from 31.7 percent in fiscal year 2008 to 45.9 percent in fiscal year 2013, complementing the institution’s own administrative budget and augmenting its ability to deliver to clients. To ensure effective management of this category of trust funds, the Bank is implementing reforms to integrate them into its budget and business-planning processes.

The Bank has accelerated resource transfer to its clients. In response to the recent crises, lending more than doubled between fiscal years 2008 (\$24.7 billion) and 2010 (\$58.7 billion). At \$31.5 billion in fiscal year 2013, lending commitments remained well above its pre-crisis level. Recipient-Executed Trust Funds—which provide additional finance to developing countries and are now integrated into CASs/CPSs—saw increased commitments from \$2.9 billion in fiscal year 2008 to \$5.3 billion in fiscal year 2013. The Bank has also accelerated preparation of investment lending projects—from 16 months in fiscal year 2008 to 14 months in fiscal year 2013—and shifted resources to support project implementation by increasing the average supervision expenses from \$115,000 per project in fiscal year 2008 to \$141,000 in fiscal year 2013.

Capacity and Skills

While continuously adapting to evolving business needs and a changing global economic environment, the Bank is working, through its ongoing change process, to better align staff skills and capacity with its goals and to enhance staff mobility across the institution and across locations, particularly in fragile and conflict-affected situations. Its diverse workforce is one of the core strategic assets of the Bank. The staff diversity index rose from 0.86 in fiscal year 2008 to 0.90 in fiscal year 2013, and the share of women in managerial positions increased from 36.8 percent in fiscal year 2012 to 38.1 percent in fiscal year 2013.

To ensure that Bank systems for knowledge management, accountability, decision making, human resources, and information technology are more agile and effective, a comprehensive human resources reform is being implemented. This effort is focusing on four strategic priorities: strengthening leadership and management effectiveness; driving performance excellence; enhancing talent management processes; and ensuring the continued attractiveness of the Bank’s employment value proposition.

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	(%)	62.5	FY08	62.8	FY13		Monitored	
Client services in fragile and conflict-affected areas	(% of total cost)	4.9	FY08	6.2	FY13		Monitored	
Lending commitments (IBRD/IDA)	(US\$ billions)	24.7	FY08	31.5	FY13		Monitored	
Financial intermediary funds commitments	(US\$ billions)	4.80	FY08	5.36	FY13		Monitored	
Recipient executed trust fund commitments	(US\$ billions)	2.9	FY08	5.3	FY13		Monitored	
Share of knowledge services funded by trust funds	(%)	31.7	FY08	45.9	FY13		Monitored	
Use of trust funds to support IBRD/IDA lending preparation and implementation support	(%)	10.3	FY08	16.1	FY13		Monitored	

CAPACITY AND SKILLS

Staff diversity	(index)	0.86	FY08	0.90	FY13		1.00	
Staff mobility	(%)	4.39	FY08	5.59	FY13		Monitored	
Staff engagement	(%)	78	FY08	80	FY10		Monitored	

BUSINESS MODERNIZATION

Products and Services for Results

Lending for program results	(number)	2	FY12	7	FY13		Monitored	
IBRD/IDA results stories and briefs	(number on web)	131	2008	778	FY13		Monitored	
Sectors/themes with core indicators for both IDA and IBRD	(number)	0	FY09	26	FY14		7	

Organization

Openness: Access to Information requests with timely completion	(%)	78	FY11	74.4	FY13		Monitored	
Sector Board Connectivity: Professional staff time spent on tasks in other Bank units	(%)	7.5	FY08	7.7	FY13		10	
Decentralization: Services for clients managed by staff based in client countries*	(%)	40.1	FY08	45.5	FY13		Monitored	

Processes and Systems for Flexibility and Efficiency

Projects with new risk framework with fast processing	(%)	45	FY11	43	FY13		Monitored	
Speed of preparation from Concept Note to Approval*	(months)	16	FY08	14	FY13		12 months	
Average cost of preparing a lending project*	(average, US\$)	359,000	FY08	360,000	FY13		Monitored	
Average annual cost supporting project implementation*	(average, US\$)	115,000	FY08	141,000	FY13		Monitored	
Budget flexibility at the start of the fiscal year	(%)	3.3	FY08	3.4	FY14		5	

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	4.1	FY11-13		Monitored	
Support to sustainable infrastructure (IBRD, IDA, GEF, RETF, SPF)	(average, US\$ billions/year)	8.2	FY04-07	17.8	FY10-13		Monitored	
Support to health, nutrition, and population (IBRD, IDA)	(average, US\$ billions/year)	1.5	FY04-07	2.2	FY12-13		Monitored	
Support to education sector (IDA)	(average, US\$ billions/year)	1.0	FY95-09	1.8	FY11-13		1.1 (2010–15)	

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 the IDA16 Results Measurement System.
	YEAR	Represents the fiscal year when most recent data are available.
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.	
	On-Track.	A meaningful increase from baseline, or for indicators with performance standards, achievement meets or exceeds performance standard.
	Watch.	No meaningful increase or decrease, or for indicators with performance standards, achievement is close to performance standard but does not meet performance standard.
	Off-Track.	A meaningful decrease from baseline, or for indicators with performance standard, achievement is not close to performance standard.
	Not Applicable.	There is insufficient data to establish a trend, or there is no performance standard.

TIER IV: ORGANIZATIONAL EFFECTIVENESS AND MODERNIZATION

Business Modernization

Strengthening the focus on results and increasing transparency and accountability represented the three overarching aspects of the business modernization agenda of recent years. This effort aimed to improve the institution's ability to measure, report on, and learn from results; share data, knowledge, and expertise effectively and generate knowledge with others; and respond to countries with agility. A results-focused and open institution also strengthens accountability to shareholders, partners, and citizens. In each of these areas, the Bank has made notable achievements.

As of end of fiscal year 2013, seven Program-for-Results (PforR) operations had been approved in a variety of sectors, totaling \$1.1 billion in Bank financing supporting a total of \$3 billion of government programs. Under PforR, the Bank helps countries improve the design and implementation of their own development programs, financing a portion of the program expenditures. This instrument is helping the Bank strengthen partnerships with governments and development partners and strengthen country systems.

In the results measurement area, the Bank continues to expand the number of sectors and themes in which it has Core Sector Indicators to measure results, covering 26 sectors/themes with 140 indicators as of July 31, 2013. All of these indicators' data are collected at the project level and then aggregated for reporting

purposes. Complementing quantitative tracking of results, 778 results stories have been written to document the results achieved by Bank projects. Additionally, knowledge products are now systematically captured in Bank systems.

Building on the 2010 Access to Information Policy and Open Data Initiative, the Bank has continued to seek opportunities to be more open and increase the development return of transparency, through Open Data, Open Operations, Open Knowledge, and Open Development.

Support to Sector Actions Related to Post-Crisis Directions

The Bank continues to monitor its lending commitments in the agriculture, infrastructure, health, and education sectors. The investment commitments were \$4.1 billion per year for agriculture and related sectors (including special financing) during fiscal years 2011-2013; \$17.8 billion per year for sustainable infrastructure (including special financing) during fiscal years 2010-2013; \$2.2 billion per year for health during fiscal years 2012 and 2013; and \$1.8 billion for education for IDA countries in fiscal years 2011 to 2013. A new Agriculture Action Plan was adopted for fiscal years 2013-2015. The Plan outlines the continuation of a scaled-up World Bank Group commitment to agriculture and related sectors, projected at between \$8 billion and \$10 billion annually over fiscal years 2013-2015.

NEXT STEPS IN THE RESULTS AGENDA



As mentioned in the introduction, the Corporate Scorecard will be revised for the 2014 Spring Meetings to align it with the new World Bank Group goals as well as with the new World Bank Group Strategy. A Group-wide results framework is expected to be developed, based on the new World Bank Group Strategy, with a World Bank Group Corporate Scorecard as its apex. Key elements of the new results framework and the implications for the World Bank Corporate Scorecard would include the following:

- Alignment of the new World Bank Group Corporate Scorecard with the Group's goals of: (i) ending extreme poverty by reducing the percentage of people living on less than \$1.25 a day to 3 percent by 2030; and (ii) promoting shared prosperity by fostering income growth for the bottom 40 percent of the population in every country; and inclusion of indicators on economic, social, and environmental sustainability.
- Development of the World Bank Group Corporate Scorecard as a short "chapeau" document of a strategic nature with selective indicators, which will cascade down to each institution's scorecard/key performance indicators. The indicators should be relevant to the World Bank Group as a whole, with at least two of the Group's institutions contributing to them.
- Alignment of the World Bank Corporate Scorecard with the World Bank Group goals and Strategy and consistency with the World Bank Group's Scorecard. In addition, the revised version would incorporate key recommendations received from the Audit of the World Bank Corporate Scorecard carried out in 2013 by the Internal Audit Vice-Presidency, including: (i) making the Scorecard more strategic, with a smaller number of relevant indicators;

(ii) ensuring that the indicators are actionable and include baselines/performance standards against which the performance can be measured, (iii) reducing time-lags of data, (iv) clarifying ownership and linkages to business unit indicators, and (iv) improving IT processes and automation of data.

- Linking the key indicators of the World Bank Group Corporate Scorecard with Memoranda of Understanding with the operational vice-presidencies, taking into account the particularities of each business unit.
- Linking the World Bank Group and World Bank Corporate Scorecards with management tools, including the Management Dashboard, further improving the automation of processes, regular updating, and real-time tracking of progress.

The Bank will continue focusing on results. In fiscal year 2014, the Bank will be implementing the change process proposals aimed at strengthening the results of Bank activities. They include actions to operationalize the World Bank Group goals at the country level; increase citizen engagement and beneficiary feedback; develop evaluative approaches that enable real-time learning; and establish a Group-wide Results Measurement Community of Practice. In addition, the Bank will continue to improve results metrics and measurements for Bank operations and knowledge activities and to support client countries in building their statistical capacity.

DEFINITIONS OF THE WORLD BANK CORPORATE SCORECARD INDICATORS

TIER I: DEVELOPMENT CONTEXT

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

Population below US\$ 1.25 (PPP) a day (%): Percentage of the population living on less than \$1.25 a day at 2005 international prices. As a result of revisions in PPP exchange rates, poverty rates for individual countries cannot be compared with poverty rates reported in earlier editions. Average, weighted by the total population (*Data Source: World Bank staff estimates using PovcalNet tool. Data are based on primary household survey data obtained from government statistical agencies and World Bank country departments, April 2013*).

GDP per capita (constant 2005 US\$): Gross domestic product divided by midyear population. GDP is the sum of gross value added by all resident producers in the economy plus any product taxes and minus any subsidies not included in the value of the products. It is calculated without making deductions for depreciation of fabricated assets or for depletion and degradation of natural resources. Data are in constant 2005 U.S. dollars (*Data Source: World Bank staff estimates based on data from World Bank and OECD National Accounts, July 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 staff estimates based on data from International Monetary Fund, International Financial Statistics, July 2013*).

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

State institutions with adequately established and differentiated power structure (on a scale from 1 to 10): A composite indicator (Bertelsmann Transformation Index) that combines stateness and rule of law categories - about 8 indicators aggregated. Stateness focuses on the existence of adequately established and differentiated power structures in the country, while rule of law focuses on the existence of check and balance mechanisms that can monitor each other and ensure enforcement of civil rights. Unweighted average (*Data Source: World Bank staff estimates based on data from Bertelsmann Transformation Index, February 2013*).

Effective and accountable government (on a scale from 0 to 7): The Freedom House indicator attempts to capture how resources are managed using the following questions: (1) Are the executive, legislative, and judicial branches of government able to oversee the actions of one another and hold each other accountable for any excessive exercise of power? (2) Does the state system ensure that people's political choices are free from domination by the specific interests of power groups (e.g. the military, foreign powers, totalitarian parties, regional hierarchies, and/or economic oligarchies)? (3) Is the civil service selected, promoted, and dismissed on the basis of open competition and by merit? Unweighted average (*Data Source: World Bank staff estimates based on data from Freedom House data, February 2013*).

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

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

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

Prevalence of HIV, female (% of ages 15-24): Percentage of people ages 15-24 who are infected with HIV. Average, weighted by the female population of ages 15-24 (*Data Source: World Bank staff estimates based on data from UNAIDS and the WHO's Report on the Global AIDS Epidemic, July 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 socio-economic information including fertility, birth attendants, and HIV prevalence. Average, weighted by the number of live births (*Data Source: World Bank staff estimates*).

based on data from Inter-agency Group for Maternal Mortality Estimation, July 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/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 staff estimates based on data from WHO/UNICEF, July 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% due to over-aged and under-aged children who enter primary school late/early and/or repeat grades. Average, weighted by the number of official primary school graduation age children (*Data Source: World Bank staff estimates based on data from United Nations Educational, Scientific, and Cultural Organization (UNESCO) Institute for Statistics, July 2013*).

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

Paved roads (% of total roads): Paved roads are those surfaced with crushed stone (macadam) and hydrocarbon binder or bituminized agents, with concrete, or with cobblestones, as a percentage of all the country's roads, measured in length.

Median, based on the most recent estimates available within the last 5 years (*Data Source: World Bank staff estimates based on data from International Road Federation, World Road Statistics and electronic files, except where noted, July 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 standpipe, borehole, protected well or spring, and rainwater collection. Unimproved sources include vendors, tanker trucks, and unprotected wells and springs. Reasonable access is defined as the availability of at least 20 liters a person a day from a source within one kilometer of the dwelling. Average, weighted by the total population (*Data Source: World Bank staff estimates based on data from World Health Organization and United Nations Children's Fund, Joint Measurement Programme, July 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 staff estimates based on data from World Health Organization and United Nations Children's Fund, Joint Measurement Programme, July 2013*).

Household electrification rate (% of households): Defined as the percentage of households with an electricity connection and measured using household surveys (e.g. Demographic and Health Surveys, Living Standard Measurement Surveys). Household surveys provide better measurement than the data provided by national power utilities. In addition, utilities employ different definitions of electrification making it difficult for accurate cross-country comparison. Average, weighted by the total population. Based on gap-filled data and may differ from other sources (*Data Source: World Bank staff estimates based on data from household surveys, July 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. Post-paid and prepaid subscriptions are included. Average, weighted by the total population (*Data Source: World Bank staff estimates based on data from International Telecommunication Union, July 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 staff estimates based on data from Food and Agriculture Organization website, July 2013*).

Agriculture value added per worker (constant 2005 US\$): A measure of agricultural productivity. Value added in

agriculture measures the output of the agricultural sector (ISIC divisions 1-5) less the value of intermediate inputs. Agriculture comprises value added from forestry, hunting, and fishing as well as cultivation of crops and livestock production. Data are in constant 2005 U.S. dollars. Average, weighted by agricultural employment (*Data Source: World Bank staff estimates based on data from World Bank national accounts and Food and Agriculture Organization, Production Yearbook and data files, July 2013*).

CO₂ emissions (kg per 2005 PPP\$ of GDP): Carbon dioxide emissions are those stemming from the burning of fossil fuels and the manufacture of cement. They include carbon dioxide produced during consumption of solid, liquid, and gas fuels and gas flaring. CO₂ emissions measured as kilograms per 2005 PPP\$ of GDP show how clean production processes are. This indicator is often criticized for being used to claim reductions in CO₂ emissions that are more rightly attributable to unrelated gains in economic efficiency. Average, weighted by 2005 PPP\$ of GDP (*Data Source: World Bank staff 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, July 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 staff estimates based on data from United Nations Environmental Program and the World Conservation Monitoring Centre, July 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 staff estimates based on data from Food and Agriculture Organization, July 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 of ages 15 and above who have an account (self or together with someone else) at a formal financial institutions, such as bank, credit union, another financial institution (e.g., cooperative, microfinance institution), or the post office (if applicable) including respondents who reported having a debit card. Average, weighted by population 15+ (*Data Source: World Bank staff estimates based on data from The Global Findex Database, the World Bank, July 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: Arvis et al. (2012), Connecting to Compete 2012: Trade Logistics in the Global Economy, July 2013*).

Trade diversification (index 0-1): The index is a flow-weighted concentration index. The index is normalized to range between 0 and 1 – one being more concentrated. Due to lack of some country's export data, "mirror data" is used (partner's import from that country). For the index on product concentration the HS 6 digit product classification is used. For the index on market concentration, share in total export of 220 potential partners for each destination is used. Unweighted average (*Data Source: World Bank staff estimates based on data from UN Comtrade, July 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 staff estimates based on data from Doing Business project, July 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: the World Bank Bulletin Board on Statistical Capacity; covers operations in fiscal years 2004-2013, July 2013*).

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 staff estimates based on ongoing engagements in fiscal year 2013, July 2013*).

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 staff estimates based on IBRD/IDA operations approved in fiscal years 2006-2013, July 2013*).

Countries with strengthened Public Management Systems

(number): Number of countries in which a particular public management system has been strengthened through IBRD/IDA operations. "Indicators of the Strength of Public Management Systems" (ISPMS) are used to measure whether a country's PSM system has been 'strengthened' (*Data Source: World Bank staff estimates based on active operations in fiscal years 2010-2013, July 2013*): **(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 (number, million): Number of additional teachers recruited and/or trained by the Bank-supported programs to reduce the shortfall of qualified

teachers at primary level (*Data Source: World Bank staff estimates based on data of FY01-FY13 approved projects, last 3 years aggregate estimate, July 2013*).

Countries with Bank-supported learning assessments

(number): Number of countries with Bank-supported learning assessments (*Data Source: World Bank staff estimates based on operations approved in fiscal years 2008-2013, August 2013*).

People with access to a basic package of health services

(number, million): Number of people with access to a basic package of health, nutrition or population services supported through Bank-financed projects (*Data source: World Bank staff estimates based on data of FY01-FY13 approved projects, last 3 years aggregate estimate, July 2013*).

Children immunized

(number, million): Number of children receiving vaccines purchased with Bank financing or other resources that are distributed through a Bank-supported program. Included are any of the recommended vaccines, as individual vaccines if purchased or administered separately or as a combination vaccination when several vaccines have been combined (*Data Source: World Bank staff estimates based on data of FY01-FY13 approved projects, last 3 years aggregate estimate, July 2013*).

Beneficiaries covered by social safety net programs

(number, million): Number of individual beneficiaries from Bank-supported social safety net programs (*Data Source: World Bank staff estimates based on operations closed in fiscal years 2005-2013, last 3 years aggregate estimate, July 2013*).

Pregnant women receiving antenatal care

(number, million): Number of pregnant women receiving antenatal care during a visit to a skilled health provider as a result of Bank-financed projects (*Data Source: World Bank staff estimates based on data of FY01-FY13 approved projects, last 3 years aggregate estimate, July 2013*).

Women and girls benefiting from social protection programs and other targeted schemes

(number, million): Number of women and girls benefiting from support for agricultural production and agri-business, grants to female students, pregnant women, women's employment schemes, female-headed households, microfinance loans for women, and immunization for girls and other similar targeted schemes (*Data Source: World Bank staff estimates based on projects approved between fiscal years 2006-2013, last 3 years aggregate estimate, August 2013*).

Roads constructed or rehabilitated

(km): Number of kilometers of all roads constructed, reopened, to motorized traffic, rehabilitated, or upgraded under Bank-supported programs (*Data Source: World Bank staff estimates based on data of FY01-FY13 approved projects, last 3 years aggregate estimate, July 2013*).

People provided with access to improved water sources (number, million): Number of people who benefitted from improved water supply services (following the UNICEF-WHO Joint Monitoring Program definition) that have been constructed under Bank-supported programs. There has been a retrospective adjustment of the baseline value to reflect revised data. The fiscal year 2012 baseline is adjusted to 38.2 million (*Data Source: World Bank staff estimates based on data of FY01-FY13 approved projects, last 3 years aggregate estimate, July 2013*).

People provided with access to improved sanitation (number, million): Number of people who benefitted from improved sanitation facilities constructed under Bank-supported programs. There has been a retrospective adjustment of the baseline value to reflect revised data. The fiscal year 2012 baseline is adjusted to 2.9 million (*Data Source: World Bank staff estimates based on data of FY01-FY13 approved projects, last 3 years aggregate estimate, July 2013*).

Transmission and distribution lines constructed or rehabilitated (km): Kilometers of transmission and distribution lines constructed or rehabilitated under Bank-supported programs. There has been a retrospective adjustment of the baseline and fiscal year 2012 value to reflect revised data. The fiscal year 2011 baseline is adjusted to 12,603 kilometers and the fiscal year 2012 value is adjusted to 16,610 kilometers (*Data Source: World Bank staff estimates based on data of FY00-FY13 approved projects, last 3 years aggregate estimate, July 2013*).

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. There has been a retrospective adjustment of the baseline and fiscal year 2012 value to reflect revised data. The fiscal year 2011 baseline is adjusted to 1,553 megawatts and the fiscal year 2012 value is adjusted to 2,558 megawatts (*Data Source: World Bank staff estimates based on data of FY00-FY13 approved projects, last 3 years aggregate estimate, July 2013*).

People provided with access to electricity (number, million): Number of people provided with access to electricity under Bank-supported programs. This indicator includes the direct and inferred access to electricity, supported by Bank projects. Direct access is measured as the number of people that benefitted from new grid or off-grid household connections. Inferred access is measured as the number of people that benefitted from the Bank-funded generation capacity, a proportion of whose output is reasonably estimated to be powering new household connections (*Data Source: World Bank staff estimates based on data of FY02-FY13 approved projects, last 3 years aggregate estimate, August 2013*).

Area provided with irrigation services (hectares, million): Area provided with new and/or improved irrigation services under Bank-supported programs (*Data Source: World Bank staff estimates based on data of FY01-FY13 approved projects, last 3 years aggregate estimate, July 2013*).

Farmers adopting improved agricultural technology (number): Number of farmers adopting improved agricultural technology, where the term technology includes a change in practices compared to currently used practices or technologies

(seed preparation, planting time, feeding schedule, feeding ingredients, post-harvest, storage, processing, etc.). If the project introduced or promotes a technology package in which the benefit depends on the application of the entire package (e.g., a combination of inputs such as a new variety and advice on agronomic practices such as soil preparation, changes in seeding time, fertilizer schedule, plant protection, etc) – this will count as one technology (*Data Source: World Bank staff estimates based on data of FY01-FY13 approved projects, last 3 years aggregate estimate, July 2013*).

Nutrition services for vulnerable groups (number, million): Number of pregnant/lactating women, adolescent girls and/or children under age five reached by basic nutrition services (*Data Source: World Bank staff estimates based on operations approved in fiscal years 2002-2013, last 3 years aggregate estimate, August 2013*).

Emission reduction with support of special climate finance instruments (annual, million tons CO₂ equivalent): The data is calculated as sum of estimated annual emission reduction with support of special climate finance instruments, i.e., Global Environment Facility (GEF), Carbon Finance (CF), Montreal Protocol (MP), and Climate Investment Funds (CIFs). The numbers are calculated as follows: For GEF, MP and CIF projects the annual equivalent figure for projects closed during the fiscal year is the expected GHG emission reductions over the lifetime of the investments supported by these projects, divided by the lifetime of the respective investments. In the case of MP, the GHG emission reduction is achieved through the elimination of ozone-depleting substances. For CF projects the annual equivalent figure for Emission Reduction Purchase Agreements (ERPAs) approved during the fiscal year is the expected GHG emission reductions over the time-period of the ERPA contract, divided by the time-period of the ERPA contract (*Data Source: World Bank staff estimates based on fiscal years 2009-2012 data; 3 year aggregate, July 2013*).

Countries ensuring that disaster risk reduction is a national priority (number): Number of countries with Bank-supported programs that contribute to ensuring that disaster risk management is a national and a local priority with a strong institutional basis for implementation, as per the Hyogo Framework for Action Priority 1. This includes, inter alia, support towards national policy and legal frameworks; dedicated and adequate resources; community participation, and national multisectoral platforms for disaster risk reduction (*Data Source: World Bank staff estimates based on data of operations active between fiscal years 2010 and 2012, August 2013*).

Active number of microfinance loan accounts (number, million): Active microfinance loan accounts of financial institutions supported by the Bank (*Data Source: World Bank staff estimates based on 2009-2013 reported data, annual average, July 2013*).

Countries that have applied trade related diagnostic tools (number): Number of developing countries that have applied trade related diagnostic tools, including Transport and Trade Facilitation Audits, Competitiveness Diagnostics, World Bank-led Diagnostic Trade Integration Studies and Diagnostic Trade Integration Study Updates supported by Bank operations (*Data Source: World Bank staff estimates, aggregate for fiscal years 2011-2013, July 2013*).

TIER III: DEVELOPMENT OUTCOMES AND OPERATIONAL EFFECTIVENESS

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

Satisfactory CAS/CPS completion (IEG ratings, %): Percentage of Country Assistance Strategy and/or Country Partnership Strategy Completion Reports (CASCR) rated moderately satisfactory, satisfactory or highly satisfactory by Independent Evaluation Group (IEG) (*Data Source: World Bank data system, four year rolling, July 2013*).

Status: **R** Performance standard: 70

Satisfactory (IBRD/IDA) operations outcomes at completion (IEG Ratings, %): Percentage of IBRD/IDA operations at exit rated moderately satisfactory or satisfactory or highly satisfactory on achievement of outcomes by Independent Evaluation Group (IEG). There has been a change in reporting methodology for IBRD and IDA operations. The current data is based on classification by the financing agreement type—IBRD agreements and IDA agreements, with blended IBRD/IDA operations included in the IBRD category. The country classification used in past Corporate Scorecards included three mutually exclusive categories: IBRD countries, IDA countries, and fragile situations; with IDA operations in IBRD/IDA blend countries included in the IBRD category. The new reporting methodology provides a breakdown better aligned with the source of financing. IDA category now also includes IDA operations in blend countries; IBRD operations and operations funded by both IBRD and IDA in blend countries continue to be reported under IBRD; and both IBRD and IDA indicators now include operations in fragile situations. The Corporate Scorecard continues to report separately on development outcomes for countries in fragile situations, reflecting the importance the World Bank is placing on development outcomes in these countries. Due to this change, the data reported for IBRD and IDA in this Corporate Scorecard is not directly comparable with the data reported for IBRD and IDA in past Corporate Scorecards. Fragile situations (IBRD/IDA) are reported based on the Harmonized List of Fragile Situations as of fiscal year 2013 (*Data Source: World Bank data system, based on partial data, August 2013*).

Status: **Y** Overall improvement required; IBRD, IDA and Fragile Situations ratings are below their respective performance standards.

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 ten point scale? (1-Not significant at all, 10-Very significant) (*Data Source: Country Survey Review fiscal years 2012-2013, August 2013*).

Status: **G** Improvement since previous reporting period.

Analytic and advisory activities objectives accomplished (%): ESW and TA tasks delivered for which Activity Completion Summary (ACS) was submitted and development objectives were largely accomplished based on self-reporting. As of fiscal year 2012, ESW/TA activities are counted as delivered after the activity completion summary has been completed by the

task team (comprises fully and largely achieved ratings) (*Data Source: World Bank data system, August 2013*).

Status: **G** Strong performance of the Bank's ESW/TA activities.

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 ten point scale? (1-Not effective at all, 10-Very effective). In fiscal year 2012 the Country Opinion Survey Program was scaled up, so from that time forward, a representative sample of countries will be surveyed and ratings can be tracked now, from year to year. Prior to that, the ratings represent a small number of countries, and any year to year comparisons, up to fiscal year 2012, would not be methodologically sound (*Data Source: Country Survey Reviews fiscal years 2012-2013, August 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 (*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 (*Data Source: World Bank review of Quality Assessment of Lending Portfolio 2011*).

Status: **Y** Performance standard: 90

Satisfactory implementation of active operations (%): Percentage of active operations rated satisfactory on implementation progress and likelihood of achieving development objectives. Operations include: IBRD, IDA, Global Environment Facility (GEF), Special Financing (SF) and Montreal Protocol (MT), and large Recipient-Executed (RE) (*Data Source: World Bank data system, August 2013*).

Status: **Y** The value decreased since the previous reporting period and is below the baseline.

Gross disbursements (US\$ billion): Dollar value of the amount of the loan, credit or grant transferred to a client during the accounting period funded from IBRD/IDA sources (*Data Source: World Bank data system, July 2013*).

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 2013*).

Status: **G** Performance standard: 20

Average time from approval to first disbursement (months): Number of months between approval to first disbursement for IBRD/IDA operations including investment lending (IL) and

development policy lending (DPL) – all IL and DPL that have started disbursing are included (*Data Source: World Bank data system, July 2013*).

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

Recipient executed trust fund disbursements (US\$ billion): Dollar value of payments to a recipient made from a recipient-executed trust fund, 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 2013*).

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 staff estimates based on annual reviews, August 2013*).

Status: **Y** *Performance standard: 100*

Implementation Completion and Results Reports reporting key results (%): Percentage of Implementation Completion Reports reporting any data related directly to the achievement of the Project Development Objective (output/outcome for IL; key results for DPO) (*Data Source: World Bank estimates based on review of fiscal years 2011-2013 ICRs, August 2013*).

Status: **G** *Performance standard: 100*

Bank operations with beneficiary feedback (%): Investment lending operations that provide support to develop or use community-based monitoring systems/processes, community scorecards, or citizen scorecards to improve social accountability (*Data Source: World Bank staff estimates based on annual reviews, August 2013*).

Status: **Y** *Decrease since previous reporting period.*

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 staff estimates based on reviews, July 2013*).

Status: **G** *Trend is stable and shows consistent improvement over time.*

CAS/CPS that draw on and discuss gender assessment findings (%): Percentage of Country Assistance Strategies and/or Country Partnership Strategies that analyze gender issues and propose subsequent actions in at least one sector

or provides explanations as to why actions is not needed (*Source: World Bank Staff estimates based on reviews, July 2013*).

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

Publications including research cited in professional journals (number): Cumulative value since start date of database in question (the 3 databases have different start dates and different coverage) - Analysis presented in "The World Bank's Publication Record", Martin Ravallion and Adam Wagstaff, policy research working paper No. 5374, 2010 (*Data Source: SCOPUS since 1965, SSCI/WoS since 1982, and GS*).

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

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

Status: **G** *Performance standard: 55*

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

Status: **G** *Performance standard: 65*

Use of country monitoring and evaluation systems (%): Investment lending operations that use existing country routine information system including surveys to report data (*Data Source: World Bank staff estimates based on annual reviews, July 2013*).

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

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

Status: **Y** *Performance standard: 66*

TIER IV: ORGANIZATIONAL EFFECTIVENESS AND MODERNIZATION

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

Client services as % of total cost (%): Spending on client services from all funding sources (Bank Budget including reimbursables and Bank Executed Trust Funds) expressed as a share of total spending. Client services include all business activities that are either specific to client countries (e.g. preparation and supervision of projects and knowledge products & services) or global and sector-wide (e.g. knowledge management, sector strategy, research, and external partnership) (*Data Source: World Bank data system, July 2013*).

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

Client services in fragile and conflict-affected areas (%) (% of total cost): Spending on client services in Fragile and Conflict-affected Situations expressed as a share of total spending. Includes spending from all funding sources (Bank Budget including reimbursables and Bank Executed Trust Funds) (*Data Source: World Bank data system, July 2013*).

Status: **Y** Although spending has increased, it still requires management attention, with the operationalization of WDR 2011.

Lending commitments (IBRD/IDA) (US\$ billion): Dollar value of the sum approved by the Board to be extended to the client in loan, credit or grant terms from IBRD/IDA sources (*Data Source: World Bank data system, July 2013*).

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

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

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

Recipient executed trust fund commitments (US\$ billion): Dollar value of the funds approved for a recipient-executed trust fund, 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 2013*).

Status: **G** Significant increase in RETF commitments with major allocation to high priority clients.

Share of knowledge services funded by trust funds (%): Spending on core knowledge products funded by Bank Executed Trust Funds (BETF) expressed as a share of total spending on core knowledge products from all funding sources (Bank Budget including reimbursables and BETF). Core knowledge products include: (1) Knowledge for external clients (Economic & Sector work, Programmatic Analytical and

Advisory Activities, Impact Evaluation, Non-lending TA and External Training), (2) Knowledge as a public good (Research Services, Global Monitoring and Data and WDR) and (3) Knowledge for internal use (Knowledge Management, and New Product Development) (*Data Source: World Bank staff estimates, July 2013*).

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

Use of trust funds to support IBRD/IDA lending preparation and implementation support (%): Total cost of lending and supervision business processes for IBRD/IDA loans and credits that are funded by Bank Executed Trust Funds (BETF) expressed as a share of total cost of lending and supervision business processes for IBRD/IDA loans and credits from all funding sources (Bank Budget including reimbursables and BETF) (*Data Source: World Bank staff estimates, July 2013*).

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

Staff diversity (index): A weighted composite index made up of the 4 institutional diversity indicators (SSA/CR, GF/GG Women, Part II Managers, and Female Managers) measuring their aggregate difference from the target, which is 1. It is calculated by adding the ratio of each indicator to the target (1 if above target) with 0.4 factor for SSA/CR (to convey the relative difficulty historically of identifying qualified candidates) and 0.2 factor for the other three indicators (*Data Source: World Bank staff estimates, August 2013*).

Status: **Y** Performance standard: 1.00

Staff mobility (%): A measure of organizational agility and knowledge transfer. Equally weighted between staff change in location and staff change in PMU. Only for net open and term staff (*Data Source: World Bank staff estimates, August 2013*).

Status: **Y** Ongoing actions to improve staff rotation.

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

Status: **Y** Staff satisfaction high in last staff survey. Will require continued monitoring.

Lending for program results (number): Number of IBRD/IDA operations using Program-for-Results instrument (*Data Source: World Bank staff estimates, approved operations, July 2013*).

Status: **G** Number of operations approved since the approval of the new Program-for-Results instrument is growing and in line with projections.

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 2013*).

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

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 2013*).

Status: **G** *Performance standard: 7*

Openness: Access to Information requests with timely completion (%): Percent of public access requests that received comprehensive responses within 20 working days. Includes public access to information cases that were closed in the fiscal year. The Bank "endeavors to provide a more comprehensive response within 20 working days. Additional time may be needed in special circumstances, including, for example, those involving complex or voluminous requests, or requests requiring review by or consultations with internal Bank units, external parties, the Access to Information Committee, or the Board." (AI Policy at para. 25.) (*Data Source: World Bank staff estimates, July 2013*).

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

Sector Board Connectivity: Professional staff time spent on tasks in other Bank units (%): Cost of time spent by all professional staff (in grades GF to 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 Bank Executed Trust Funds) (*Data Source: World Bank staff estimates, July 2013*).

Status: **R** *Significantly below the performance standard 10.*

Decentralization: Services for clients managed by staff based in client countries (%): Tasks managed by staff in the field (*Data Source: World Bank system, July 2013*).

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

Projects with new risk framework with fast processing (%): Percentage of all projects with an ORAF approved in a fiscal year which processed fast (track 1, AF and ERL) (*Data Source: World Bank system, July 2013*).

Status: **Y** *Includes new risk management approach.*

Speed of preparation from Concept Note to Approval (months): Number of months between Concept Note review and Board approval for investment lending operations (*Data Source: World Bank staff estimate, July 2013*).

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

Average cost of preparing a lending project (average, US\$): The total accumulated cost from all funding sources (Bank Budget including reimbursables and Bank Executed Trust Funds) for preparing IBRD/IDA projects delivered in each fiscal year divided by the number of projects delivered in the same year (*Data Source: World Bank staff estimates, July 2013*).

Status: **G** *Fast and cost effective delivery.*

Average annual cost supporting project implementation (average, US\$): The total cost from all funding sources (Bank Budget including reimbursables and Bank Executed Trust Funds) for supervision of IBRD/IDA portfolio in a fiscal year divided by the number of projects in the portfolio in the same year (*Data Source: World Bank staff estimates, July 2013*).

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

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

Status: **R** *Performance standard: 5*

Support to agriculture and related sectors (average, US\$ billion per year): Includes lending commitments of IBRD/IDA and Special Financing only (*Data Source: World Bank data system, July 2013*).

Status: **NA** *PCD projections were set for 2010-12 - see April 2013 Scorecard. Projection estimate is replaced with 'monitored', and status light is not applicable.*

Support to sustainable infrastructure (average, US\$ billion per year): Lending commitments, including IBRD, IDA, GEF, Recipient Executed Trust Funds and Special Financing (*Data Source: World Bank data system, July 2013*).

Status: **NA** *PCD projections met in fiscal year 2011 - see April 2012 Scorecard. Projection estimate is replaced with 'monitored', and status light is not applicable.*

Support to health, nutrition and population (average, US\$ billion per year): Lending commitments of IBRD/IDA only (*Data Source: World Bank data System, July 2013*).

Status: **NA** *PCD projections met in fiscal year 2012 - see April 2013 Scorecard. Projection estimate is replaced with 'monitored', and status light is not applicable.*

Support to education sector (average, US\$ billion per year): Lending commitments of IDA only (*Data Source: World Bank data system, July 2013*).

Status: **G** *PCD projections met.*



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