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This report has been prepared by: Nadeem Mohammad, Senior Operations Officer and Team Leader; Nora Kaoues, Senior Operations Officer; David Steel, Consultant; Alla Bryantseva, Operations Officer; Pauline Chin-Mori, Senior Program Assistant; and Betty Asiko, Program Assistant; under the guidance of Gisu Mohadjer, Manager, Results Unit; Asygeul Akin-Karasapan, Director, Delivery and Results; and Joachim von Amsberg, Vice President, Operations Policy and Country Services. Patrick Rogers, Senior Policy Writer, edited the report; and Geetanjali Chopra, Senior Communications Officer, managed the communications and dissemination activities.

The following staff members made substantial contributions and inputs: Edward Olowo-Okeke, Preeti Ahuja (Africa Region); Antonella Bassani, Mary Muliza (Concessional Finance and Global Partnerships); Robert Pulley, Glenn Miles, Mats-Renee Bakker, Mason Denton, Michael Gascogne, Tanvi Gupta (Corporate Finance and Risk Management); David Webber (Controller); Martin Ravallion, Neil Fantom, Adam Wagstaff, Aart Kraya, Soong Sup Lee, Masako Hiraga, Urashidi Batjargal, Eric Swanson (Development Economics); Alfred Nickesen, Saad Ali Shah (East Asia and Pacific Region); Gerard Byam, Sally Zeplon, Jean-Michel Happi, Gail Richardson (Europe and Central Asia Region); Sharon Felzer (External Affairs); Shanthi Divakaran, Uma Subramanian, Katie Kubuuka (Financial and Private Sector Development); Elizabeth King, Robin Horn, Norbert Mugwagwa, Sheila Hauwa Sosale, Samuel Mills, Miyuki Parris, Emi Suzuki, Laura Rawlings, Maddalena Honorati (Human Development Network); Patricia Neill, Samantha Forouz (Human Resources); Wendy Plumley (Integrity); Elizabeth Ada, Taili Esmail, David Evans (Latin America and the Caribbean Region); Emmanuel Mbi, Caroline Freund, Hovelda Nobakht (Middle East and North Africa Region); Kyle Peters, Aniruddha Dasgupta, Faris H. Hadad-Zervos, Fadia Saadah, Barbara Lee, Edward Mountfield, Anthony Hegarty, Bernard Becq, Rui Coutinho, Maris Molon, Matthew Glasser, Els Hinderdael-Forger, Xavier Legrain, Jill Armstrong, Christine Richard, Stefano Curto, Yoichiro Ishihara, Manuel Vargas, Leena Chaukulkar, Kamal Siblini, Ozan Sevimli, Aiza Adam, Jong A. Choi, Dae In Chong, Hye Yoon Chung, Komlan Kountetro, Aisha Ayoung, Gauresh Rajadhyaksha, Michael Denly, Cyril Blet, Ingrid Bjørke (Operations Policy and Country Services); Pierella Paci, Mona Haddad, Hippolyte Fofack, Malcolm Ehrenpreis, Francesca Recanatini, Afroza Chowdhury, Julien Goudron (Poverty Reduction and Economic Management Network); Samantadwa Sila (South Asia Region); Lucio Monari, Klaus Lorch, Avjeet Singh, Saswati Bora (Sustainable Development Network); Cyril Müller, Phillip Anderson, Farah Hussain (Banking and Debt Management); Bjorn-Soren Giger, Johannes Kins (World Bank Institute). During preparation and review, the report also benefited from many useful comments and suggestions from Bank managers and staff.

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Abbreviations

| AAA | Analytic and advisory activities |
| AIDS | Acquired Immune Deficiency Syndrome |
| BRIC | Brazil, Russia, India, China |
| CAS | Country Assistance Strategy |
| CO₂ | Carbon dioxide |
| CPS | Country Partnership Strategy |
| ESW | Economic and sector work |
| HIV | Human Immunodeficiency Virus |
| HNP | Health, Nutrition, and Population |
| IBRD | International Bank for Reconstruction and Development |
| ICT | Information and communication technology |
| IDA | International Development Association |
| IEG | Independent Evaluation Group |
| IFC | International Finance Corporation |
| M&E | Monitoring and evaluation |
| MDG | Millennium Development Goal |
| MIGA | Multilateral Investment Guarantee Association |
| MSME | Micro, small, and medium enterprise |
| PCD | Post-Crisis Directions |
| PFM | Public financial management |
| RBCAS | Results-based CAS |
| RETF | Recipient-executed trust fund |
| SSN | Social safety net |
| TA | Technical assistance |
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Foreword

We are a "results" Bank—working together with governments, civil society organizations, the private sector, and other development partners to support developing countries in reducing poverty and improving the lives of their people. We focus on development results in all our activities—financing, technical advice, policy dialogue, and knowledge products—to ensure that we deliver on this promise.

This first World Bank for Results report (WB4R), a companion to our new World Bank Corporate Scorecard, underscores our commitment to report on results in an open and transparent manner. The WB4R aggregates results that countries have achieved, with Bank support, against the backdrop of global development results. It also assesses operational and organizational performance at the corporate level to provide an integrated view of results and performance in recent years.

The report illustrates our partnership with countries and other development partners, and showcases significant achievements. We see examples of how working in partnership has supported our member countries' efforts to build institutions and capacity; expand access to better-quality human development and infrastructure services, including in education, health, water supply, sanitation, transportation, energy, and irrigation; and strengthen social safety nets and cash transfer programs to help millions of the poorest and most vulnerable people during recent crises. Countries are drawing on our financial and technical contributions for support in building strong and vibrant economies that produce jobs and good wages, and in strengthening the private sector to lay the foundation for sustainable growth.

Recent changes in the development landscape have highlighted the importance of achieving and demonstrating development results, and we have deepened our measuring, monitoring, and reporting on results. We will continue to broaden and improve these efforts, while also supporting countries in strengthening their capacity for managing for development results.

We are pleased to share this first World Bank for Results report with you. The evidence presented here and in the World Bank Corporate Scorecard is a rich source of learning, which we will continue to draw on in our efforts to support countries in achieving their development aspirations.

Joachim von Amsberg
Vice President, Operations Policy and Country Services
The World Bank
Overview

The World Bank’s mandate is to support countries in reducing poverty by targeting poor and vulnerable groups, creating opportunities for growth, promoting global collective action, strengthening governance, mitigating risks, and preparing for crises—in line with its Post-Crisis Directions. The Bank’s approach is driven by country needs and requests for support. Through long-term engagement with countries, the Bank provides development finance, engages in policy dialogue, and delivers tailored knowledge services supporting country programs to achieve results.

These results cover a broad range of areas including better access to essential services (such as health and education), improved infrastructure, increased opportunities for growth, and stronger institutions and more effective public sector management. The Bank manages itself and its activities to effectively and efficiently support countries to achieve results.

This first World Bank for Results report provides the Bank’s shareholders, partners, and external stakeholders with an integrated view of results and performance in recent years. It covers the World Bank (therefore excluding the International Finance Corporation, Multilateral Investment Guarantee Agency, and International Centre for Settlement of Investment Disputes) and reports on aggregate results that countries have achieved with Bank support against the backdrop of global development results. The report also assesses the Bank’s operational and organizational performance at the corporate level and serves as a companion to the World Bank Corporate Scorecard, which is also being issued for the first time in 2011.

The report expands on the scorecard by providing context for and information on the scorecard indicators—highlighting areas of progress and those requiring more attention. The structure of the

![Diagram of Achieving Development Results](image-url)
Corporate Scorecard and this report is drawn from the Bank’s business model which is country driven. As depicted in Figure 1, based on the needs of client countries, the Bank provides financing for development programs, policy dialogue, and analytic work to support country public expenditure programs and the strengthening of policies and institutions, often in partnership with other development partners, civil society, and the private sector. The Bank supports aspects of country programs to achieve results in line with country demand and priorities and in coordination with other development partners.

This report is consistent with the Corporate Scorecard’s four-tier structure for reporting on results and performance (Figure 2). It describes how global development progress is being measured relative to the Millennium Development Goals (MDGs) and other global development indicators (Tier I); highlights development results achieved with Bank support (Tier II); provides data on the effectiveness of Bank operations and services (Tier III); and assesses whether the Bank is functioning and adapting successfully to support countries in achieving results (Tier IV).

**FIGURE 2: Summary of the Corporate Scorecard**

<table>
<thead>
<tr>
<th>Tier</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier I</td>
<td>Development Context</td>
</tr>
<tr>
<td>Tier II</td>
<td>Country Results Supported by the Bank</td>
</tr>
<tr>
<td>Tier III</td>
<td>Development Outcomes and Operational Effectiveness</td>
</tr>
<tr>
<td>Tier IV</td>
<td>Organizational Effectiveness and Modernization</td>
</tr>
</tbody>
</table>

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

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

For Tier II, the Summary table presents overall ratings based on management assessment of progress of Bank-supported activities. Ratings are not assigned to individual indicators in the detailed table (p. 18) since these are driven by country demand.
Countries Have Made Progress on Development Priorities, but the Global Economic Crises May Erode Country Gains (Tier I)

The recovery from the recent food, fuel, and financial crises is occurring in a volatile economic, social, and political context. Before the crises, developing countries had experienced an extended period of economic growth, achieving significant gains in key aspects of development, including access to social and infrastructure services. A large share of the population of developing countries was on track to achieve several MDG targets—such as halving extreme poverty between 1990 and 2015—largely due to rapid growth in living standards in China and India.

Developing countries have achieved gains in several important areas. In 2009 average annual GDP per capita reached $1,873 in constant 2000 dollars. Gender parity in primary and secondary schools reached 96 percent in 2008: 79 countries have achieved gender parity and 14 more are on track to do so. There was a turnaround in the trajectory of the AIDS epidemic, with fewer people newly infected and fewer dying from AIDS-related illnesses. In 2008 nearly 85 percent of people had access to safe drinking water. Connectivity was expanded through transport and better communications infrastructure: in 2009 there were 75 landline and cell phone subscribers for every 100 people. Improvements in transport and communications, combined with greater ease of starting businesses, have reduced costs and logistics barriers to international and regional trade.

But these global trends mask significant variations between and within developing countries, where the poorest groups remain vulnerable. No fragile or conflict-affected low-income country has achieved an MDG, and by 2015 only 1 in 10 are expected to achieve the MDG targets of halving extreme poverty and hunger. Maternal mortality remained high in 2004, at 290 per 100,000 live births, and in 2009 child mortality was still 66 per 1,000—both falling far short of their MDG targets. And in 2008 only 54 percent of people in developing countries had access to improved sanitation. Moreover, progress has been limited on expanding employment, improving governance, and preserving biodiversity, among other priority areas.

The recent crises have eroded some hard-won development gains. In 2010 it was estimated that 64 million more people will be living on less than $1.25 a day than would have been the case without the crises.

While some countries gained from commodity price increases, continued high and volatile food and fuel prices, political events in the Middle East and North Africa, natural disasters, and rising inflation in emerging markets signal an ongoing period of uncertainty for developing countries. While many developing countries have resumed growth and are within reach of MDG targets, progress remains mixed, country performance is diverse, and significant gaps remain in some areas and the recovery from the global crises remains fragile.

The World Bank Has Supported Gains in Country Development (Tier II)

The Bank has provided a wide range of support to countries, contributing to significant results in human development, infrastructure, and access to services for the poor (Box 1). The Bank works with countries and many development partners to promote country efforts to achieve results.

An important aspect of the Bank's engagement with countries is to provide long-term support for strengthening country institutions and fighting corruption—efforts essential to improving governance. Institutional development is complex and requires long-term engagement, so it can be harder to assess progress in this area—especially in aggregate across countries. Examples of Bank support in these areas in 2006–10 under International Development Association operations include:

- Supporting procurement system reforms in 41 countries,
- Strengthening public expenditure and financial management systems in 24 countries,
- Expanding access to government information in 34 countries,
- Implementing asset declaration programs in 9 countries, and
- Helping governments improve public sector management in 50 countries.

Bank support to strengthen institutions is an important aspect of its engagement in middle-income countries. Such support is delivered through policy dialogue, lending, and analytical and technical services. Examples include support for the design, financing, and implementation of social safety net programs in 55 middle-income countries during fiscal 2009–10, when such programs became critical in protecting vulnerable groups from the affects of the food, fuel, and financial crises. Over the past decade the Bank has also supported initiatives in telecommunications, contributing to policy and regulatory reforms in 40 middle-income countries.
Overview

BOX 1: Bank Support to Improve Service Access and Quality

Over the past decade the World Bank has helped countries expand access to quality essential services and strengthen institutional capacity. For example, IDA-supported country programs have benefited:

- More than 105 million children a year with improvements in teaching quality and learning facilities, with an emphasis on girls' education to support gains in gender parity in primary and secondary education.

- 113 million people with access to improved drinking water sources, as well as nearly 6 million people with access to improved sanitation—reducing the incidence of disease.

- 310 million children with immunizations and 47 million people with basic health, nutrition, or reproductive health services.

- 26 million people with access to all-season roads through 118,000 kilometers of built or rehabilitated roads and more than 134,000 kilometers of maintained roads—improving access to markets, jobs, schools, and healthcare facilities.

- 180 million people in middle-income countries from improved water resource management, pollution reduction, flood control, and regulation of ground and surface water.

The Bank Continues to Strengthen Its Operational Effectiveness to Support Successful Development Outcomes (Tier III)

More than three-quarters of Bank-supported operations completed in fiscal 2009 achieved their development objectives. Satisfactory outcome ratings by the Independent Evaluation Group (IEG) for completed results-based Country Assistance Strategies (RBCAS) were 59 percent, below the target of 70 percent. These evaluation outcomes were influenced by the fact that first generation RBCAS represented a new approach, and there was often a lack of realism in setting goals, especially in fragile situations. Client surveys were often carried out at the same time as CAS or Country Partnership Strategy (CPS) Completion Reports, and indicate a steady pattern of client impressions on the Bank's effectiveness. Self-evaluations of the Bank's economic and sector work and technical assistance (TA) show that about three-quarters have fully or largely achieved their goals.

In the past two years the Bank improved important aspects of its operational effectiveness to better support the achievement of development goals of Bank-supported activities. The quality of the design of Bank-supported operations rose by 7 percentage points to 83 percent between fiscal 2003-06 and 2005-08, giving operations a better chance of success. The results focus of Bank-supported operations is generally strong at the time of project approval, allowing for better monitoring and project management throughout the project cycle. In addition, the Bank is sharing knowledge and data more effectively globally through the Open Data, Open Knowledge, and Open Solutions initiatives. Open Data has facilitated better-informed development decisions by making it possible for more than 4.5 million people to access the Bank's data since its release in April 2010. In addition, the new Mapping for Results website provides easy visual access to locations of World Bank—supported activities around the world by sector or country, starting with IDA (http://maps.worldbank.org).

Gender mainstreaming has progressed as the share of CASs and CPSs drawing on and discussing the findings of gender assessments rose to 83 percent in fiscal 2010, up 17 percentage points from fiscal 2008. In addition, 53 percent of recent operations include gender-informed design. Management will continue to implement its gender mainstreaming action plan to ensure further improvements towards its targets.

In managing portfolio performance, the Bank is emphasizing implementation support and risk management in ongoing operations. During the recent crises the Bank shifted more resources to
implementation support and will continue to monitor it. Overall portfolio performance of operations under implementation in fiscal year 2011 was similar to that in fiscal 2008, with 85 percent of active operations considered satisfactory. Management is focusing on making portfolio ratings more realistic.

Use of country institutions and systems has grown in procurement, financial management, and monitoring and evaluation in Bank operations, and the Bank is developing more collaborative ways of delivering analytic and advisory activities and has increased the share of analytic and TA services carried out collaboratively with clients and partners. The Bank has already exceeded original Paris Declaration Survey targets and set higher targets for itself. However, there is still significant room for improvement requiring continued Bank support.

**Organizational Effectiveness Has Improved and the Bank Continues to Make Progress in Business Modernization (Tier IV)**

The Bank has been steadily improving its organizational effectiveness by aligning its resources with strategic priorities. Despite operating with a flat budget since fiscal 2006, the Bank has continuously improved the allocation and use of its resources. It has also significantly scaled up its response during the recent crises, doubling lending commitments, expediting project preparation, and shifting resources to implementation support. The Bank is also rebuilding the contingency resources within its budget, which were fully allocated to support the crisis response to remain prepared for unexpected developments and demands. Together these actions are aimed at increasing the value for money that the Bank offers countries and shareholders in supporting results on the ground.

Recipient-executed trust funds provide additional development finance to countries and the large trust funds are integrated with the Bank portfolio; further improvements in integrating them in Bank systems are under way. Use of Bank-executed trust funds in the provision of knowledge services has increased, complementing the Bank's administrative budget and augmenting the services it delivers to countries. To ensure an effective, strategic, sustainable, results-focused approach in their use, management is implementing reforms to integrate trust funds with budgets and business planning processes.

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

The Bank is implementing a business modernization program focused on results and transparency. Through this program the Bank aims to improve its ability to share knowledge and expertise effectively and to respond to countries with agility. The program focuses on products and services, organization, processes, and systems. Implementation has progressed across all initiatives, remains on schedule, and will continue in fiscal 2012. In particular, the Access to Information Policy has been implemented, and a new lending instrument (the Program for Results) that links disbursements to results is being developed. An initial set of metrics is being prepared to monitor progress.

Bank strategies and action plans in agriculture, infrastructure, education, and health, nutrition, and population had anticipated a scaling up of Bank support based on expected country demand. As of fiscal 2011 these expectations are largely being realized.

**Next Steps in the Results Agenda**

Following the issuance of the First World Bank Corporate Scorecard, management is developing an online dashboard for the Scorecard to give stakeholders easy access to results information such as results briefs, development indicators, and project results. This results report will increasingly be web-based, providing links to additional sources of information, such as geomapping of project locations, sector strategies, and development data. Management is also consolidating reporting on Board and management performance to more strategically align with the Corporate Scorecard and increase its effectiveness.

Management is continuing to work on several building blocks of the results agenda that are progressing in tandem with the business modernization program. In fiscal 2012 the Bank will deepen its work on measuring, managing, openness, and learning for results, including the expansion of standardized core sector indicators to new sectors, production of new results briefs, implementation of a new Country Engagement Assessment, implementation of the IDA16 Results Measurement System, expansion of the use of geomapping for social accountability, and better measurement of results for the Bank's knowledge products.
The global development context looks very different today than in 2000, when the MDGs were established. Over the past decade many developing countries have made significant progress toward the MDGs and other development targets due to sound economic policies and a positive global economic environment. Before the recent crises, the MDG target of halving extreme poverty in developing countries by 2015 was within reach. The share of people in developing countries living in extreme poverty fell from 31 percent in 2002 to 25 percent in 2005, average annual GDP per capita in developing countries reached $1,873 (constant 2000 dollars) in 2009, and more than half of developing countries with data on poverty were on track to reach or had achieved the target. But even before the global economic crisis, progress was lagging in some areas and global trends masked considerable variations across developing countries, income groups, and regions.

The crises had significant impacts in many countries, although they differed in nature across countries, reflecting different economic structures, initial conditions, policies, and resources. Some developing countries suffered directly—especially in Europe and Central Asia—but most had to contend with indirect impacts resulting from the sharp slowdown in advanced economies. Slowing demand

![Figure 3: Global Food, Fuel, and Economic Crises Have Impeded Progress on Some Millennium Development Goals](source: World Bank 2010b)
## Tier I: Development Context

### Indicators

<table>
<thead>
<tr>
<th>Category</th>
<th>Baseline</th>
<th>Current</th>
<th>Linkages</th>
<th>MDG Targets 2000-2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Growth, Jobs &amp; Poverty</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population below US$1.25 (PPP) a day*</td>
<td>30.8</td>
<td>2002</td>
<td>25.4</td>
<td>2005</td>
</tr>
<tr>
<td>GDP per capita*</td>
<td>1,699</td>
<td>2006</td>
<td>1,873</td>
<td>2009</td>
</tr>
<tr>
<td>Employment to population ratio (15+)</td>
<td>61.5</td>
<td>2005</td>
<td>61.6</td>
<td>2008</td>
</tr>
<tr>
<td>Ratio of female to male labor force participation*</td>
<td>67.3</td>
<td>2006</td>
<td>67.5</td>
<td>2009</td>
</tr>
<tr>
<td><strong>Institutions &amp; Governance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State institutions with adequately established/differentiated power structure</td>
<td>4.9</td>
<td>2006</td>
<td>4.8</td>
<td>2010</td>
</tr>
<tr>
<td>Effective and accountable government</td>
<td>2.7</td>
<td>2006-07</td>
<td>3.1</td>
<td>2009</td>
</tr>
<tr>
<td>Public access to information</td>
<td>50.0</td>
<td>2006-07</td>
<td>48.5</td>
<td>2008-09</td>
</tr>
<tr>
<td><strong>Human Development &amp; Gender</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under-5 mortality rate*</td>
<td>72</td>
<td>2006</td>
<td>66</td>
<td>2009</td>
</tr>
<tr>
<td>Prevalence of HIV, female</td>
<td>0.85</td>
<td>2009</td>
<td>0.85</td>
<td>2009</td>
</tr>
<tr>
<td>Maternal mortality ratio*</td>
<td>329</td>
<td>2005</td>
<td>280</td>
<td>2008</td>
</tr>
<tr>
<td>Prevalence of underweight children*</td>
<td>23.1</td>
<td>2005</td>
<td>21.5</td>
<td>2008</td>
</tr>
<tr>
<td>Primary school completion rate*</td>
<td>82.8</td>
<td>2005</td>
<td>86.2</td>
<td>2008</td>
</tr>
<tr>
<td>Secondary school enrollment rate</td>
<td>80.6</td>
<td>2005</td>
<td>84.2</td>
<td>2008</td>
</tr>
<tr>
<td>Gender parity index in primary and secondary education*</td>
<td>94.8</td>
<td>2006</td>
<td>96.3</td>
<td>2009</td>
</tr>
<tr>
<td><strong>Sustainable Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paved roads (% of total roads)</td>
<td>31.6</td>
<td>1999-03</td>
<td>35.3*</td>
<td>2004-08</td>
</tr>
<tr>
<td>Access to an improved water source*</td>
<td>82.7</td>
<td>2005</td>
<td>84.5</td>
<td>2008</td>
</tr>
<tr>
<td>Access to an improved sanitation facility*</td>
<td>52.6</td>
<td>2005</td>
<td>54.2</td>
<td>2008</td>
</tr>
<tr>
<td>Household electrification rate*</td>
<td>55.1</td>
<td>2004</td>
<td>61.5</td>
<td>2007</td>
</tr>
<tr>
<td>Access to telephone service*</td>
<td>47</td>
<td>2006</td>
<td>75</td>
<td>2009</td>
</tr>
<tr>
<td><strong>Agriculture Productivity &amp; Food Security</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cereal yield (kg per hectare)</td>
<td>2,888</td>
<td>2006</td>
<td>3,021</td>
<td>2009</td>
</tr>
<tr>
<td>Agriculture value added per worker (constant 2000 US$)</td>
<td>889</td>
<td>2006</td>
<td>731</td>
<td>2009</td>
</tr>
<tr>
<td><strong>Climate Change &amp; Environment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CO₂ emissions* (metric tons per capita)</td>
<td>2.6</td>
<td>2004</td>
<td>3.0</td>
<td>2007</td>
</tr>
<tr>
<td>Protected terrestrial areas (% of total surface area)</td>
<td>12.2</td>
<td>2006</td>
<td>12.2</td>
<td>2009</td>
</tr>
<tr>
<td>Average annual deforestation (%)</td>
<td>0.3</td>
<td>1990-00</td>
<td>0.18</td>
<td>2000-10</td>
</tr>
<tr>
<td><strong>Finance, Private Sector Development &amp; Trade</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade logistics performance index: Overall*</td>
<td>2.4</td>
<td>2006</td>
<td>2.6</td>
<td>2009</td>
</tr>
<tr>
<td>Trade diversification</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product export diversification</td>
<td>0.24</td>
<td>2006</td>
<td>0.21</td>
<td>2010</td>
</tr>
<tr>
<td>Market diversification</td>
<td>0.23</td>
<td>2005</td>
<td>0.21</td>
<td>2010</td>
</tr>
<tr>
<td>Time required for business start-up* (days)</td>
<td>49</td>
<td>2007</td>
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### Linkages

<table>
<thead>
<tr>
<th>Linkages</th>
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<tbody>
<tr>
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<td></td>
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<tr>
<td>MDG1</td>
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<tr>
<td>MDG2</td>
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<td>MDG3</td>
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<tr>
<td>MDG7</td>
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<tr>
<td>MDG8</td>
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**Notes:**
- Data are updated annually.
- Coarse grained traffic lights are not assigned, since Tier I provides overall development context.

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*Source: World Bank Data for Results 2011*
for exports, falling worker remittances, and tighter financing conditions stalled the flow of credit to the real economy in many developing countries.

The crises have slowed progress and in some cases set back development achievements (see Figure 3 on p. 7). In 2010 it was estimated that 64 million more people will be living on less than $1.25 a day—76 million on less than $2 a day—than would have been the case without the crises. And even by 2015 the number of additional poor people attributable to the global economic crisis is estimated to be 53 million, and 69 million living on less than $2 a day. Between 2009 and the end of 2015 an estimated 1.2 million additional deaths may occur among children under 5 due to crises-related impacts, and an additional 350,000 students may not complete primary school in 2015. About 25 million fewer people may have access to safe water supplies in 2015 as a result of the crises, depending on the magnitude and effectiveness of investments in many developing countries.

While many countries have resumed progress, with many MDG targets within reach, country performance is quite diverse, with large gaps in some areas. Still, if current trends continue, developing countries are on track to halve extreme poverty by 2015, largely due to rapid growth in China and India. Developing countries will also likely achieve the MDGs for gender parity in primary and secondary education and for halving the share of people without access to safe drinking water; they will also be close on halving hunger and achieving universal completion of primary education. But progress is too slow on health-related outcomes—such as reducing child mortality by two-thirds, maternal mortality by three-quarters, and the share of people lacking access to basic sanitation by half—so the world will likely not achieve these MDGs by 2015 (Figure 4).

Solid economic growth and good policies and institutions have been the key factors distinguishing countries that have achieved or are on track to achieve MDGs. Progress on both fronts has been evident since the 1990s. Indeed, policy responses to the economic crisis have softened its negative impacts, particularly in low-income countries and in Sub-Saharan Africa. Initial conditions influence MDG performance, but subsequent growth and policies matter just as much—or more. Most countries on track or that have achieved MDG targets showed favorable starting conditions around 1990 (the reference year for the MDGs).

Most countries that are on track or have reached MDG targets (excluding gender parity in primary education)
education) also had the fastest per capita GDP growth between 1990 and 2009. Similarly, strong policy and institutional frameworks tend to facilitate service delivery to the poor and improve MDG performance. Both factors—initial conditions and subsequent strong growth and conducive policies—point to why the MDGs are such big challenges for the poorest and most fragile countries.

This chapter examines overall progress on key development outcomes based on the Tier I Corporate Scorecard. These long-term outcomes provide context and direction for the Bank’s work, however, they cannot be attributed to the Bank, because countries, development partners, and external factors all contribute to them. Given the time lag in data on global development results, for many Tier I indicators available aggregate data reflects status before the crises.

### Growth, Jobs, and Poverty

Following the most severe phase of the 2009–10 economic crisis, growth in developing countries is expected to be about 6 percent between 2011 and 2013. However, recovery from the crises is occurring in a volatile economic, social, and political global context. Further increases in food and fuel prices and other negative developments cannot be ruled out. Performance will vary, with growth outside Brazil, the Russian Federation, India, and China (BRIC) projected to remain modest. Supply conditions for food and fuel remain tight; and new financial stresses could emerge as monetary policy tightens and concerns about fiscal sustainability increase in high-income countries. As interest rates and refinancing costs rise, banks and firms may see renewed pressure on their balance sheets—requiring additional measures to address shortcomings.

Efforts must focus on tackling country-specific challenges such as achieving balanced growth through structural reforms, coping with inflationary pressures, and dealing with high commodity prices. In this regard, creating jobs is an urgent global priority and a key driver for reducing poverty. Recent events in the Middle East and North Africa underscore the importance of providing jobs, particularly for young people, as a source of income and a means of engaging meaningfully in society. The International Labour Organization estimates that the unemployment rate for 15- to 24-year-olds in the Middle East and North Africa is 25 percent. A World Bank survey of 1,500 young people in the region found that the self-declared or perceived jobless rate is even higher, at 35 to 40 percent.

To keep pace with growth in the working-age population, the global economy must create millions of jobs over the next decade. The employment to population ratio stayed constant at 62 percent between 2005 and 2008, but there are wide
The Bertelsmann Transformation Index 2010 shows that between 2006 and 2010 the average global rating for state institutions with adequately established and differentiated power structures did not change, staying at 4.8 on a scale of 0 to 10. But there were some significant movements for individual countries. Aside from a stable group of top performers, the overall quality of states and democracy showed some decline.

The Freedom House Countries at the Crossroads 2010 survey showed a higher score on a key indicator—effective and accountable government—from 2.79 in 2006/07 to 3.12 in 2010 on a scale of 0 to 7. Among the indicators that fell was a broad category—accountability and public voice—that measures effective and accountable governance, monitored by civil society and media, and includes corruption indicators on which many countries fare poorly. On the positive side, the global economic crisis did not trigger a major reversal in democratic institutions in countries where the crisis has had the greatest impact.

The Global Integrity Index assesses public access to information as an entry point for understanding countries' anticorruption and good governance safeguards. This index showed a minor drop between 2006/07 and 2008/09, from 50.01 to 49.85 on a scale of 0 to 100.

differences among countries. In some countries unemployment has risen sharply because of the global crises and increased conflicts. The ratio of female to male participation in the labor force remained stable between 2006 and 2009, but a gender gap remains in some regions. In 18 countries—most in the Middle East and North Africa and South Asia—women hold less than 30 percent of paid jobs outside the agriculture sector. And even when women have jobs, they are typically paid less and have less secure employment than men.

Effective institutions and Good Governance
Effective institutions and good governance are essential for efficient, adequate, and sustainable provision of public services, while checks and balances help ensure that governments are held accountable to the public. Strong institutions and governance are also key for stability. The World Bank’s World Development Report 2011: Conflict, Security, and Development argues that violent conflict is more likely when state institutions do not adequately protect citizens, guard against corruption, and provide access to justice; when markets do not provide job opportunities; and when communities lose social cohesion. Countries often must restore public confidence in basic collective action even before rudimentary institutions can be transformed.

Three databases—the Bertelsmann Transformation Index, Freedom House’s Countries at the Crossroads survey, and the Global Integrity Index—capture aspects of institutions and governance used to generate this report’s overall Corporate Scorecard. These indicators have not changed much since 2006 (Box 2).

Human Development and Gender
Human development is both an end in itself and is a crucial input to spurring growth, creating jobs, and reducing poverty. Progress on human development indicators has been mixed. Addressing long-term vulnerability on this front requires a comprehensive approach that includes expanding access to and improving the quality and affordability of basic services to enhance opportunities for investing in human capital, helping people facing discrimination, and empowering families and communities in lagging areas and regions.

Health Systems and Services
Despite significant progress over the past two decades, global health indicators are unlikely to reach MDG targets by 2015 (Box 3). Access to health services has expanded sharply in recent years. For example, basic immunization coverage in low-income countries rose by 20 percentage points between 2000 and 2008, yet remains insufficient to achieve the MDG target of reducing mortality by two-thirds for children under 5. Health systems in developing countries face enormous challenges, with increasing morbidity and mortality from noncommunicable diseases and from new and reemerging infectious diseases.

Education
Children who attend school and receive high-quality education gain knowledge and skills that enable them to lead productive lives. Achieving education for all requires targeted efforts to get marginalized populations—especially girls and disadvantaged groups—into school. In the past decade the developing world has seen one of the largest schooling expansions in history. Gender parity in primary and secondary education (MDG 3) is high
TIER I

BOX 3: Prospects for Health

The under-5 mortality rate (MDG 4) fell from 72 to 66 per 1,000 between 2006 and 2009. But many countries have made little progress: of 141 developing countries with available data, more than 100—many in Sub-Saharan Africa—are unlikely to meet the MDG target of reducing the under-5 mortality rate by two-thirds by 2015.

Child nutrition has improved, and the prevalence of underweight children under 5 (MDG 1) is estimated to have dropped from 23 percent in 2005 to 22 percent in 2009. But this progress is not fast enough to reach the MDG target of halving hunger—especially in South Asia, where half of the world's undernourished children live, and in Sub-Saharan Africa, where only 15 percent of people live in a country on track to reach the target.

The maternal mortality ratio (MDG 5) fell from 320 to 290 per 100,000 live births between 2005 and 2008, and the share of births attended by skilled health workers has increased globally. But 94 countries—including 23 in Sub-Saharan Africa, where most women still deliver babies without skilled assistance—are off track to meet the MDG target of reducing the ratio by three-quarters.

There have been encouraging gains in halting and beginning to reverse the spread of major communicable diseases (MDG 6) such as HIV/AIDS and malaria. There has been a turnaround in the trajectory of the HIV/AIDS epidemic, with fewer people newly infected with HIV and fewer dying from AIDS-related illnesses. The global response is on track to reach at least the first target of MDG 6—halting and beginning to reverse the spread of HIV/AIDS by 2015.

at 96 percent in 2008. Primary education completion (MDG 2) rose from 83 to 86 percent between 2005 and 2008, and a third of developing countries are on track to achieve, or have achieved, universal primary education completion.

Still, 45 percent of developing countries remain seriously off track: low-income countries in general and Sub-Saharan countries in particular lag far behind, with less than 70 percent of children completing primary school. And in 2008, 69 million children worldwide were still out of school. Moreover, the secondary school enrollment rate is just 64 percent in developing countries, reflecting the large population of children who do not continue on to secondary school.

Gender

Gender equality matters for development outcomes and policymaking as a core development goal and because it is smart economics. Gender equality enhances productivity and improves other development policies and outcomes, including prospects for the next generation.

Some developing countries and regions have achieved rapid progress in gender equality. By 2008, for example, developing countries had achieved 96 percent gender parity in primary and secondary education. Still, not all girls and women have benefited. Between 2006 and 2009 the female labor force participation rate did not change relative to the male rate, staying at 67 percent. And other gaps remain, such as higher levels of mortality for girls during childhood and reproductive ages and big differences in earnings, productivity, and household and social voice.

Sustainable Development

Infrastructure, agriculture and food security, and climate change and environmental initiatives are vital to improving the welfare of households, enhancing the effectiveness of health and education programs, and supporting economic growth needed to combat poverty.

Infrastructure

Though progress has been made in key infrastructure sectors across developing countries—notably in providing safe drinking water—many countries still suffer from insufficient infrastructure access, quality, and reliability.

Water supply. Efforts to halve the proportion of people lacking access to safe drinking water (MDG 7) are on track globally and in most regions. Between 1990 and 2008 more than 1.6 billion people in developing countries—mainly in rural areas—gained access to improved sources of drinking water, raising the proportion of the population with access from 72 to 85 percent. But the number of people in rural areas who do not use an improved drinking water source is still more than five times the number lacking access in urban areas.

Sanitation. There has been less progress in halving the proportion of people lacking access to basic sanitation (MDG 7). Sanitation coverage in developing countries rose from 43 percent in 1990 to
54 percent in 2008, leaving an estimated 2.6 billion people without access to an improved sanitation facility (see Figure 5 on p. 10). This rate of progress is insufficient to meet the MDG target for sanitation by 2015. The two regions facing the greatest challenges are Sub-Saharan Africa and South Asia, where 69 percent and 64 percent of people, respectively, lack access to improved sanitation.

Energy. Energy services underpin growth in productivity and output and raise the living standards of poor people. But in many developing countries, households and enterprises lack energy services altogether or suffer from expensive and unreliable supplies. The share of households in IDA countries with access to electricity increased from approximately 55 to 62 percent between 2004 and 2007—falling far short of universal access.

Transport. About 1 billion people in rural areas of developing countries do not have access to all-season roads, limiting their access to essential services and opportunities. The proportion of paved roads in developing countries rose from 32 percent in 1999–2003 to 35 percent in 2004–08, improving connectivity and transport safety. Continuing economic integration and trade liberalization are expected to accelerate the demand for transport, but most developing countries are at a competitive disadvantage because export transport costs relative to export values average twice those in developed nations.

Information and communication technology. Use of information and communication technology (covered by MDG 8) continues to grow: three-quarters of people in developing countries have access to telephone services. Cellular networks cover 76 percent of the population in developing countries, and the number of mobile phone subscribers increased from 200 million in 2000 to 3.7 billion in 2010. In Sub-Saharan Africa fixed-line penetration is just 1 percent, but mobile penetration reached 37 percent in 2009.

Internet access has also grown, though by the end of 2009 only 18 percent of people in the developing world were online. The limited availability of broadband networks is a major challenge. In 2009 fixed broadband penetration in the developing world averaged only 3.5 percent and was heavily concentrated in a few countries.

Agriculture and Food Security

Three-quarters of the world’s poor people live in rural areas, and most engage in farming for their livelihoods. Agricultural growth is generally pro-poor. Between 2006 and 2009 cereal yields rose from 2,888 to 3,021 kilograms per hectare, and agricultural value added per worker from $689 to $731. In Sub-Saharan Africa, agriculture accounts for one-third of GDP and three-quarters of employment. While some food-exporting countries benefited from recent price increases, the food crisis pushed 44 million more people into poverty—underscoring the importance of long-term efforts to increase food security.

The outlook for sustainable, affordable access to food remains challenging. Food prices are expected to remain volatile given structural changes in commodity futures markets and policy distortions. Land and water constraints, coupled with climate change, will likely result in less predictable food production.

Climate Change and the Environment

Climate change is a major threat to the achievement of MDGs in developing countries. MDG 7 calls for integrating sustainable development into country policies and programs and reversing environmental losses. The need to respond to climate change underscores the urgency for overall development efforts as an effective way to increase resilience. Yet climate change also makes development more costly because investments must adapt to climate uncertainties. Progress on this agenda is growing as countries increase their focus on climate change and environmental sustainability.

- In 2007 per capita carbon dioxide (CO₂) emissions remained highest in developed regions—about 12 metric tons per person per year, compared with an average of 3 metric tons per person in all developing regions and 0.9 metric tons in Sub-Saharan Africa.
- Global deforestation has been 0.2 percent a year over the past two decades. But net forest loss in 2000–10 was reduced to 5.2 million hectares a year, down from 8.3 million hectares a year in the 1990s. Still, deforestation continues at high rates in some countries, and further efforts are needed to protect forests—particularly in tropical regions. Restoring forests could deliver a “triple win” by improving rural livelihoods, increasing climate resilience, and mitigating greenhouse gas emissions.
- Though there has been some success in biodiversity conservation, its loss continues. Nearly 17,000 species of plants and animals are threatened with extinction, and more are being driven toward extinction than are improving in status. Although nearly 14 percent of Earth’s land area and 1 percent of its oceans are under protection, other areas critical to the planet’s biodiversity are not adequately safeguarded. In 2009 only half of the world’s 821 terrestrial eco-regions had more than 10 percent of their area protected.
Finance, Private Sector Development, and Trade

The global economic crisis underscored how strongly the financial system affects the real economy. Access to finance is pro-growth and pro-poor, reducing poverty and income inequality. Without access to financial systems, poor people and small enterprises must rely on their own resources to invest or take advantage of growth opportunities. Financial sector policies that encourage competition, provide incentives to individuals, and help overcome access barriers are central to growth, stability, poverty reduction, and more equitable distribution of resources. The finance gap is important for small and medium enterprises, the main drivers of job creation. Better financial access for excluded, non-poor, and micro entrepreneurs can also have a favorable indirect effect on poor populations, and improved direct access for poor people can have immediate, tangible benefits.

A vibrant private sector is essential for sustained growth because it creates jobs—only 5 to 20 percent of employment in developing countries is in the public sector. Since 2004 developing countries have made several advances in supporting the private sector. Policymakers have made it easier for entrepreneurs to start businesses in the formal sector, cutting the average time required to start a business from 49 to 40 days between 2007 and 2010 and the average cost from 86 to 41 percent of income per capita.

Trade is a key way of fighting poverty. No low-income country has managed to grow and reduce poverty without trade. In the short term, trade contributes to growth by expanding markets for goods and services. In the medium to long term, growth is enhanced by the higher productivity provided by increased competition, imports of better technology, and learning by doing. Between 2004 and 2009 the trade logistics performance index rose from 2.4 to 2.6 (on a scale of 1 to 5), showing that many developing countries increased their capacity to connect to international markets by improving trade procedures, domestic support services, and transport and telecommunications infrastructure, putting them in stronger, more competitive positions. Open trade is crucial, however given concerns over jobs, there is a risk of increased protectionism.
The World Bank’s vision—as articulated in its 2010 Post-Crisis Directions report—is to overcome poverty by supporting inclusive and sustainable globalization, enhancing growth with care for the environment, and creating opportunities and hope for people in developing countries. In these efforts, the Bank supports countries in:

• Strengthening institutions and governance.
• Targeting poor and vulnerable people by establishing and expanding social safety nets (SSNs) and by addressing long-term vulnerability through increased access to food, education, health, water and sanitation, and finance.
• Creating opportunities for growth—especially for women—by addressing infrastructure and energy needs, promoting agriculture and food security, and supporting the private sector.
• Promoting global collective action, especially on climate change and the environment.
• Managing risks and preparing for crisis.

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. The Bank supports countries’ national development priorities, which evolve as country circumstances change. Bank support is delivered through the International Bank for Reconstruction and Development (or IBRD, which serves middle-income and creditworthy low-income countries), International Development Association (or IDA, which serves the poorest countries), and funds entrusted to it by international development partners to support global priorities.

With offices in 120 countries, the Bank often plays a coordinating and convening role for development partners. These efforts also involve other parts of the World Bank Group—the International Finance Corporation (IFC), Multilateral Investment Guarantee Association (MIGA), and International Centre for Settlement of Investment

BOX 4: Building Government Capacity to Manage Assets, Debt, and Risk

Strengthening governance of and institutional capacity to manage investments of official sector assets—central bank reserves, national pension funds, and sovereign wealth and commodity funds—can provide countries with more income to meet their development needs and strengthen the financial sustainability of their social security systems. The Bank has formed partnerships to build capacity with 40 central banks, national pension funds, and sovereign wealth and commodity funds. These partnerships help these institutions manage official assets more prudently.

Through its Reserves Advisory and Management Program, the Bank Treasury shares its expertise with these institutions by providing training and advice in multiple disciplines of investment management, encompassing governance, accounting, legal aspects, financial technology systems, strategic asset allocation, portfolio and risk management, and most recently, change management as it relates to building an investment organization.

In fiscal 2011 alone the Bank Treasury advised about 40 countries on public debt management to help build sustainable, high-performing institutions. For example, Albania, Georgia, Jamaica, the Lao People’s Democratic Republic, the former Yugoslav Republic of Macedonia, Serbia, and Sierra Leone received support for new public debt laws.

The Bank also supports the development of risk management strategies and provides countries with financial products that reduce their vulnerabilities. In fiscal 2011 the Bank executed $5.6 billion in risk management transactions on behalf of client countries to manage currency and interest rate volatility.
## TIER II: Country Results Supported by the Bank

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<tr>
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<td>(Number)</td>
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<td>• transparency and access to information</td>
<td>(Number)</td>
<td>Output</td>
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<td><strong>SUPPORT TO HUMAN DEVELOPMENT &amp; GENDER</strong></td>
<td></td>
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<tr>
<td>Teachers recruited and/or trained&lt;sup&gt;+&lt;/sup&gt;</td>
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<td>Outcome</td>
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<tr>
<td>Countries with Bank-supported learning assessments</td>
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<tr>
<td>People with access to a basic package of health services&lt;sup&gt;*&lt;/sup&gt;</td>
<td>(Million)</td>
<td>Outcome</td>
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<tr>
<td>Children immunized&lt;sup&gt;+&lt;/sup&gt;</td>
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<td>Output</td>
<td>[95]</td>
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<td>Beneficiaries covered by social safety net programs</td>
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<td>Outcome</td>
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<tr>
<td><strong>Gender</strong></td>
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<tr>
<td>Pregnant women receiving antenatal care&lt;sup&gt;*&lt;/sup&gt;</td>
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<td></td>
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<tr>
<td>Infrastructure</td>
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</tr>
<tr>
<td>Roads constructed or rehabilitated&lt;sup&gt;+&lt;/sup&gt;</td>
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<td>Outcome</td>
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<td>Area provided with irrigation services</td>
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<td>Farmers adopting improved agricultural technology</td>
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<td><strong>Climate Change &amp; Environment</strong></td>
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<tr>
<td>Amount of emission reduction</td>
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<td>Data to be reported in 2012</td>
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<tr>
<td>Countries supported on natural disaster management</td>
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<tr>
<td><strong>SUPPORT TO FINANCE, PRIVATE SECTOR DEVELOPMENT &amp; TRADE</strong></td>
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<tr>
<td>Active number of microfinance loan accounts</td>
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<td>Outcome</td>
<td>[37]</td>
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<td>Countries with Bank-supported trade integration programs</td>
<td>(Number)</td>
<td>Outcome</td>
<td>[83]</td>
<td>[84]</td>
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</table>

### Notes:
- For Tier II, color-coded traffic lights are not assigned for individual indicators, since they represent country results achieved with Bank support and are demand driven.
- The Bank first started data aggregation using standardized sector indicators in FY10, therefore, the baseline and current values are currently the same for most indicators.
In Morocco the Bank's CAS for fiscal 2006–09 enabled Morocco to increase road access for rural populations from 50 to 64 percent between 2004 and 2008. The primary school completion rate rose from 58 to 73 percent over the same period. And by mid-2008 more than a quarter of households in slums (82,000) had benefited from the Cities Without Slums program.

In Uruguay the Bank program under the CAS (fiscal 2005–10) supported the government in reducing its public debt from 101 percent of GDP in 2003 to 37 percent in mid-2009. Unemployment was reduced from 13 percent in 2004 to 7 percent in 2009, and extreme poverty from 3.9 percent in 2004 to 1.3 percent in 2008. By 2008 nearly all 5-year-olds were enrolled in school, and the first grade repetition rate in urban schools fell from 20 percent in 2002 to 14 percent in 2008.

In Nigeria incomes for 2.3 million farming families in 12 states rose by 60 percent between 2005 and 2007. Polio immunization coverage jumped from 38 percent in 2005 to 77 percent in 2006, and 25 port terminals were concessioned to the private sector to improve services. The Bank supported these initiatives under its CPS (fiscal 2005–09).

In Bhutan, under the Bank’s fiscal 2006–09 CAS, cut transport costs by up to 75 percent and increased food crop (rice and maize) production by 29 percent and cash crop (potatoes and mandarin oranges) production grew by 23 percent between 2006 and 2009.

Under the fiscal 2006–08 CAS the Bank supported the Philippines in eliminating the public sector deficit, which went from 4.8 percent of GDP in 2004 to a surplus of 1.4 percent in 2007. Over the same period the ratio of textbooks to students improved from 1:2.5 in 2003 to 1:1.3 for primary and 1:1.4 for secondary schools in 2007. About 17,000 jobs were created through increased credit to rural enterprises.

Georgia, with Bank support under the CPS for fiscal 2006–09, expanded targeted social assistance to 30 percent of poor people and 19 percent of the extremely poor population in 2007, increased security against flooding in more than 20 villages with populations over 40,000, reduced transport times by 30 percent, and cut the time required to start a business to 3 days in 2008 from 21 days in 2005.

Disputes—other multilateral organizations, bilateral donors, and private, corporate, and nongovernmental organizations. Thus development results are achieved by countries through country programs, and the Bank and other donors contribute to and support these results.

The Bank provides support to more than 140 countries. Since 2003, through synergies across
TIER II

sectors, IDA funding has supported countries in saving 13 million lives. This chapter provides data on results supported by the Bank spanning the development agenda for countries where the Bank is active, together with qualitative examples from six areas of Bank engagement: institutions and governance, human development and gender, infrastructure, agriculture and food security, the environment and climate change, and financial and private sector development and trade.

Support for Institutions and Governance

Recognizing that states must function effectively to administer resources and deliver services to achieve development results, the Bank supports good policies and institutions and results-based management through civil service reform, good governance, and anticorruption measures (See box 4 on p. 17 and Box 5 on p. 19). For example, under operations approved in fiscal 2006–10, IDA supported better public sector management in 50 countries, procurement system reform in 41 countries, stronger public financial management systems in 24 countries, expanded access to government information in 34 countries, and implementation of asset declaration programs in 9 countries. Bank support is not limited to national institutions: it also extends to local governments and communities to improve accountability and governance. During fiscal 2006, 10 IDA-supported operations enabled more than 25,000 villages, communities, and neighborhoods to manage their own development programs through over 31,000 subprojects.

It is difficult to measure the impact of institution building activities—especially in quantifiable ways—in the short run. But countries recognize their importance for long-term development, and there is ongoing demand for Bank assistance. During the financial crisis the Bank supported public sector governance reforms in 80 countries—at both the central and local levels of government—to fight corruption, improve the efficiency and transparency of public resource management, promote quality public services, and introduce performance-based management of civil servants. And in 16 countries, a medium-term expenditure framework was introduced or developed to strengthen budget planning capacity and improved results monitoring.

At the country level, Bank-supported institution building and public sector governance reform take many forms. In Bangladesh 90 percent of contracts were publicly awarded in less than a year in 2008 thanks to a more efficient public procurement system established with IDA support in 2002. Indonesia’s community-driven development program was expanded from 3,500 villages in 1998 to 63,000 villages in 2011 with strengthened demand-side accountability mechanisms. And by 2010 Mongolia achieved more than 90 percent compliance rates on asset declarations as a result of a strengthened independent agency against corruption that oversees the annual assets and income declarations of 30,000 public officials.

Support for Human Development and Gender

Given their fundamental roles in advancing development, the Bank has provided countries with extensive financial and knowledge support for education, health, and social protection. It has also taken the lead in promoting global collective action in these areas. The Bank will continue its strong engagement in these areas as part of its Post-Crisis Directions, focusing on support for the poor and vulnerable.

Education

The Bank has historically been the largest external financier of education in developing countries. Since 2000 Bank support for education has focused on increasing children’s access to school and enabling girls to attend. During this time 82 percent of Bank-funded education projects aimed at increasing access achieved their goals. With IDA support, teachers were recruited and/or trained, classrooms were built and/or rehabilitated and textbooks were bought and/or distributed—benefiting more than 105 million children (Box 6).

Since 2002 the Bank has hosted the secretariat for the Education for All Fast Track Initiative, a 30-donor global partnership formed to help low-income countries achieve the MDGs for access and gender parity in education. To date, 37 countries have received $1 billion from this catalytic initiative. The Bank’s new education strategy builds on evaluation findings by going beyond access and equity to focus on improving education systems and learning outcomes to promote opportunities and long-term economic growth (World Bank 2011b).

Health, Nutrition, and Population

The Bank is committed to helping countries improve the health of their people—especially women and children—by strengthening health systems, expanding access and quality, and controlling disease. Though the Bank is no longer the largest source of financing for health, nutrition, and population (HNP) initiatives in developing countries, as it was in the late 1990s, it still makes substantial contributions (Box 7). Since 2000 IDA has supported country programs that have:

- Improved people’s health by providing more than 47 million people with basic HNP services; building, renovating, and/or equipping 23,000 health facilities to improve access to health services; and training 1.8 million health workers to improve the quality of health services delivery.
In Bhutan, primary completion rates reached 90 percent in 2009, up from 76 percent in 2006. Net enrollment in basic education (up to grade 10) is 75 percent.

In Ethiopia, the net primary enrollment rate increased from 69 percent in 2005 to 88 percent in 2010.

In Mozambique, 80,000 students were enrolled in higher education in 2010—more than eight times as many as in 2000. Similarly, the number of higher education graduates shot from 800 in 2000 to 7,000 in 2010.

In Tanzania, the net primary enrollment was 84 percent in 2007; up from 59 percent in 2000/01. The government now devotes 29 percent of its recurrent budget to education.

Box 6: Education—Examples of Bank Supported Results

- Focused on women and children, providing 2.5 million pregnant women with antenatal care, immunizing 310 million children, and providing 98 million children with targeted interventions to improve nutrition (such as deworming and vitamin A supplements).

- Controlled communicable diseases and helped deliver antiretroviral therapies to almost 2 million children and adults with HIV/AIDS, bought and/or distributed 813 million condoms to prevent HIV and other sexually transmitted diseases, and bought and/or distributed 33 million mosquito nets to prevent malaria. IEG has confirmed that Bank-funded programs have seen strong results in controlling communicable diseases (including malaria, leprosy, and tuberculosis) that disproportionately affect poor people.

- Strengthened government capacity to manage health systems by using sectorwide approaches and focusing on reducing inequities in access to health and insurance mechanisms, affordability and quality of care, and health needs of aging populations.

The Bank, together with the World Health Organization, coordinates the International Health Partnership and Related Initiatives with more than 25 other donors. The Bank also participates in 19 partnerships formed to improve HNP outcomes. In addition, Bank efforts to support results-based financing for health-related MDGs have been intensified through use of the multidonor Health Results Innovation Trust Fund. The Bank is deepening its 2007 health strategy (World Bank 2007) by focusing on women and families through the Reproductive Health Action Plan (World Bank 2010a) and the Scaling-Up Nutrition Framework (World Bank 2010d). Future activities will continue to be informed by findings from IEG evaluations for the sector.

Social Protection

Social protection activities—through reforms to SSNs and labor markets, and through pension reform—help countries protect poor and vulnerable people against systemic shocks, alleviate poverty and income insecurity, and provide economic opportunities, especially for women, children, and young people. Country demand for support on SSN initiatives is increasing, though policy reforms are at different stages and it takes time to build adequate systems, requiring continuous effort.

Social safety nets. The global food, fuel, and financial crises have increased attention to the need to protect vulnerable populations. The Bank increased grants and loans for SSNs from $1.2 billion in fiscal 2006–08 to $9.0 billion in fiscal 2009–11, supporting 72 countries (Box 8).

Between fiscal 2005 and 2009 Bank support for SSNs benefited 191 million people. Demand for these programs was higher from middle-income countries—most of which already had well-established SSNs—and reached 180 million people. In response to the
Box 7: Health—Examples of Bank-Supported Results

In Argentina early evidence from results-based financing of health programs suggests great potential. Between 2002 and 2011 nearly 1.6 million previously uninsured pregnant women and children received basic health insurance and secure access to services. Participating provinces have used public funds more efficiently by incorporating performance incentives at all levels of health. All provinces have signed annual performance agreements with the federal government—nearly 7,000 healthcare providers are under such agreements. In addition, according to impact studies in Misiones and Tucumán, the Results-Based Financing for Health Program (Plan Nacer) has had positive effects, helping to lower the probability of babies with very low birth weights, reduce early neonatal mortality, and for children under 1, increase the probability of having well-child checkups.

In China between 2002 and early 2009, 1.6 million new tuberculosis patients were registered in 16 provinces—and 1.5 million were cured.

In Djibouti the child mortality rate fell from 124 per 1,000 live births in 2002 to 67 in 2006.

In Nepal between 2001–05 and 2008, infant mortality dropped from 48 to 41 per 1,000 live births and under-5 mortality from 61 to 50 per 1,000. Impressive results were achieved in reducing maternal mortality, which fell from 530 to 281 per 100,000 live births between 1996 and 2006. In addition, between 2001 and 2006 skilled antenatal care rose from 34 to 44 percent, skilled birth attendance from 11 to 19 percent, and immunization from 72 to 89 percent. Vitamin A supplementation held steady at 90 percent.

In Rwanda efforts to improve health for children under 5 and mothers in recent years resulted in increased births at health facilities by more than 50 percent between 2005 and 2010. During the same period, impressive results were also achieved in the use of insecticide-treated bednets, which quintupled; the use of modern family planning facilities more than quadrupled; and child mortality under 5 halved. The prevalence of malaria among children and pregnant women halved between 2008 and 2010. In addition, an impact evaluation confirmed that a pay-per-visit scheme for doctors improved the quality of services.

In Senegal the malnutrition rate dropped from 22 to 17 percent between 2000 and 2005, bringing the country within reach of achieving the MDG of halving malnutrition.  

Ongoing IDA-Supported Health Activities in Sub-Saharan Africa
crises, demand from low-income countries also increased to help meet the needs of people vulnerable to shocks, and Bank-supported operations totaled $1.8 billion for 36 low-income countries, including 15 where the Bank had no prior activities in this area. Under these recent initiatives, conditional cash transfer programs benefited more than 93 million people annually, cash allowance programs reached about 75 million people annually, and in-kind assistance to vulnerable groups served 9 million people.

Impact evaluations of 24 Bank-supported SSN programs have shown positive short-term effects on consumption, poverty alleviation, school enrollment, use of health services, and nutrition indicators. Such programs reduced poverty rates of participants in Brazil, Colombia, Jamaica, and Mexico, while per capita consumption rose by 7 percent in Brazil, 90 percent in Colombia, and 8 percent in Mexico. Similarly, an impact evaluation of Chile’s Solidario program found that for rural beneficiaries, poverty fell by 18 percent and extreme poverty by 35 percent.

The Bank established the Global Food Crisis Response Program to alleviate the impact of the food crisis and the Rapid Social Response Fund and the Emergency Window of the Japanese Social Development Fund to address the food, fuel, and financial crises. These trust funds have provided nearly $200 million for 66 SSN projects in 41 countries.

**Labor markets.** Between 2002 and 2007, 88 Bank-financed operations supported the better functioning of labor markets in developing countries. These efforts trained 5.3 million people for new jobs and increased their job mobility, and 11 million benefited from placement services.

**Pension reform.** Since 2002 the Bank has supported pension systems reform through 146 projects in 60 countries and extensive analytic and advisory activities, which play a fundamental role in pension reform efforts. Among Bank-supported pension reform operations that ended between fiscal 2002 and 2006, 12 countries reduced their implicit pension debt, 13 made their pension systems more financially sustainable, and 7 improved the design of their public pension systems.

**Gender**

Since the 1980s the Bank has increasingly expanded its support for gender in development through its operations, analysis, policy dialogue, TA, and global partnerships. The Bank’s approach has broadened from its initial focus on human development to a more holistic framework encompassing gender issues in all economic activity, given their cross-cutting nature. Today gender initiatives also focus on opportunities, jobs, social status, inclusion, voice, and leadership.

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**BOX 8: Social Safety Nets**

**Examples of Bank-Supported Results**

In Brazil 12 million poor households—about 25 percent of the population—benefited from the Bolsa Familia program between 2003 and 2008. The program provided monthly payments that enabled families to send their children to school, meet vaccination requirements, and use health services.

In Bangladesh 830,000 girls benefited from conditional cash transfers based on their school enrollment/performance, and 500,000 children aged 7-14 received educational grants during the 2008-09 school year.

In Indonesia nearly 600,000 widows, elderly persons, and students received assistance and more than 140,006 community members had skills training between 2002 and 2010 through the Second Urban Poverty Program.

In Kenya over 245,000 orphans and vulnerable children—and about 40 percent of the orphans and vulnerable children living in extreme poverty—received support in 2011 through the Cash Transfer for Orphans and Vulnerable Children Project.

In Togo more than 300,000 beneficiaries in about 460 rural communities have been provided with basic socioeconomic infrastructure, opportunities to generate income, and SSNs since July 2008 through the Community Development Project.

In Turkey girls’ enrollment rates were raised by 1.3 percentage points at the primary level and by 10.7 points at the secondary level through the conditional cash transfer program launched in 2001.
BOX 9: Gender—Examples of Bank-Supported Results

**Education.** The Bank supports countries seeking to improve girls’ access to education. It helped raise the gender parity index in Punjab (Pakistan) from 74 to 85 percent in middle school between 2008 and 2010, and in Ethiopia from 76 to 91 percent between 2006 and 2010. In Afghanistan between 2002 and 2010, school enrollment jumped from 1 to 7 million children; girls’ enrollment shot from almost zero to more than 2.5 million. In addition, 12,000 female students enrolled in higher education during this period—raising the share of female university students from zero to 19 percent. In addition, the share of female faculty members rose from zero to 15 percent.

**Infrastructure.** A Bank-financed project in Vietnam supported financing for ethnic minority women to perform road maintenance in rural areas, increasing women’s employment in poor, remote areas and introducing a cost-effective way of maintaining rural roads. Between 2006 and 2011, 13,470 kilometers of roads have been maintained and 1,533 ethnic minority women from four communes have been trained as rural transportation managers.

**Land titling and microfinance.** Since 2004 in post-tsunami Aceh (Indonesia), information campaigns and socialization programs were critical in protecting and restoring land and property rights: 63,188 land title certificates were distributed to female land owners individually or as joint owners with their spouses.

**Public spending.** The Bank’s fiscal 2009 public expenditure review for Liberia discusses the different effects that public spending has based on gender and recommends reallocating budget resources to primary and secondary education, with the goal of encouraging more girls to stay in school.

**Global partnerships in gender.** The Bank’s Adolescent Girls Initiative, launched in fiscal 2009, includes pilot programs in nine countries to provide employment opportunities for an initial 20,000 girls and young women. The most recent pilot, in Jordan, aims at providing equal access for adolescent girls and women to be productive citizens. Though the program is just starting, it has already attracted participation from hundreds of businesses and nearly 1,000 young Jordanian women.

The 2007–2010 Gender Action Plan underpinned this new framework, covering agriculture, infrastructure, economic policy, poverty reduction, rural development, access to finance, access to justice, private sector development, and public sector governance (World Bank 2011a). The action plan leveraged nearly $70 million in support from development partners, and more than $52 million was allocated to 260 initiatives. Some of the innovative partnerships spearheaded by the Gender Action Plan were the Adolescent Girls Initiative and the Private Leaders Forum (Box 9).

**Support for Infrastructure**

Bank support for infrastructure has grown rapidly since 2004 in response to efforts by developing countries to address investment backlogs and use infrastructure to support growth, reduce poverty, and create jobs. In addition, the recent food, fuel, and financial crises showed how well-developed infrastructure can help countries withstand economic downturns.

Under its Sustainable Infrastructure Action Plan—designed to improve the reach and quality of transport, energy, water, and information and communication technology (ICT) services in fiscal 2009–11—the Bank increased infrastructure financing from $32.9 billion in fiscal 2004–07 to $75.7 billion in fiscal 2008–11, exceeding the initial financing target by more than 40 percent (World Bank 2008b).

**Transport**

The Bank’s transport investments have made trade more efficient and have enhanced human development by increasing mobility—providing access to jobs, markets, schools, and health facilities. Since 2000 IDA-financed operations have supported the construction and rehabilitation of more than 118,000 kilometers of roads, the maintenance of over 134,000 kilometers of roads, and the construction and rehabilitation of more than 1,600 bridges (Box 10). Transport investments have also focused on facilitating economic growth and trade through regional integration.

The Bank’s involvement in integrated transport solutions—linking rail, air, maritime, and urban transport systems—has been steadily increasing in response to country demands and global needs. The Bank’s transport strategy for 2008–12 emphasizes the need for transport to be safe, clean, and affordable.

**Energy**

Reliable, adequate access to energy is a driver of economic growth and poverty reduction, enabling factories, businesses, hospitals, and schools to
function efficiently. IDA-supported energy projects that ended between fiscal 2001 and 2010 helped build or rehabilitate 38,000 kilometers of transmission and distribution lines as well as 4,600 megawatts of generation capacity. The Bank is also helping to strengthen policies, regulations, and institutions that affect energy delivery. Energy projects have shifted in response to country demands to promote renewable energy, energy efficiency policies, and other low-carbon measures (Box 11).

**Water Supply and Sanitation**
The Bank is one of the main development financiers of water and sanitation, irrigation and drainage, river basin management, transboundary water programs, and other water-related initiatives in developing countries. To ensure sustainability, the Bank has helped countries improve water management and governance by supporting the establishment and strengthening of water utilities and regulators. Since 2000 IDA-financed operations have helped provide 113 million people with access to improved water sources, supported the construction or rehabilitation of nearly 500,000 improved community water access points and 1.5 million piped household water connections, and extended support to 164 water utilities.

In sanitation, the Bank supports policies and projects that create capable institutions through financing, investment incentives, and technologies that promote sanitation and hygiene in communities, schools, and public places. Since 2000 IDA-financed operations have provided almost 5.8 million people with access to nearly 600,000 improved sanitation facilities (Box 12).

**Information and Communication Technology**
Over the past decade the Bank has supported more than 100 developing countries in reforming their ICT sector, helping spur investment and modernization that in turn accelerates economic growth and poverty reduction. Under its IDA-supported Regional Communications Infrastructure Program and the IFC-cofinanced Eastern Africa Submarine Cable System, the Bank has adopted successful regional approaches to support infrastructure development that are being replicated in other regions. These projects have contributed to a 90 percent reduction in wholesale broadband capacity prices in East Africa, and in Kenya and Rwanda retail prices are starting to drop by about one-third.

In telecommunications, the Bank has supported privatization, liberalization, and capacity building for governments and regulatory institutions. It has also facilitated regional connectivity programs and is using ICT to improve the delivery of public services and support the growth of information technology service industries. For example, in Mongolia—where the Bank has financed subsidies to private operators since 2005—all 335 districts now have mobile voice service, and a satellite-based phone network serves...
BOX 11: Energy—Examples of Bank-Supported Results

Bangladesh’s Rural Electrification and Renewable Energy Development Project started in 2002, and by 2011 had connected 635,000 consumers to the grid. In remote rural areas where electricity from the grid is not economically viable, about 750,000 households and shops have been provided with solar power systems.

In Belarus, under an energy efficiency project, between 2001 and 2010 more than 200,000 students, teachers, doctors, and patients received better heating and lighting services in 755 social sector buildings. Heat consumption has fallen by 50 percent and electricity consumption by 15 percent.

In Lao PDR between 1995 and 2010 the Rural Electrification Program extended access to electricity to 200,000 households, including 18,000 poor ones. In addition, solar power home systems and mini-hydropower schemes helped electrify more than 23,000 households in remote areas. Under the program’s Power to the Poor component, connection rates in villages increased from 70 to 95 percent on average.

In Peru the Rural Electrification Project is increasing access to electricity for poor rural people. By the end of 2009, 105,165 persons had benefited from the program.

In northern Tajikistan, after the 2007 energy crisis, thanks to energy efficiency measures, a quarter-million people received modern energy services for the first time.

In Turkey the duration of faults on the transmission system dropped by more than half between 2004 and 2007, from 26,675 to 10,280 hours. Transmission system expansion and upgrades have improved power supplies to 4.6 million households.

The Bank responded quickly to the food crisis. One initiative was the Global Food Crisis Response Program, which attracted commitments of $1.5 billion, nearly three-quarters of which has been disbursed to nearly 40 million vulnerable people in 44 countries. To date, short- and medium-term food supply response measures have reached an estimated 3.9 million farming households.

Support for Agriculture and Food Security

The Bank has reasserted the importance of agriculture and food security in reducing poverty and hunger as well as supporting economic transformation, challenges whose magnitude varies by region. Bank-supported operations largely focus on raising agricultural productivity—including by improving irrigation, research and extension, agricultural production, and market access—reducing risk and vulnerability, facilitating nonfarm rural income, and strengthening governance of natural resource use (Box 13). In Sub-Saharan Africa, for example, operations have supported increasing the supply of food staples, with more attention paid to expanding irrigated areas and research and extension efforts, particularly for women. The Bank responded quickly to the food crisis. One initiative was the Global Food Crisis Response Program, which attracted commitments of $1.5 billion, nearly three-quarters of which has been disbursed to nearly 40 million vulnerable people in 44 countries. To date, short- and medium-term food supply response measures have reached an estimated 3.9 million farming households.

Support for Climate Change and the Environment

Climate change. In response to growing global demand, the Bank has put climate change high on its agenda (World Bank 2008a). The Bank supports adaptation and mitigation programs across sectors while helping countries take advantage of new economic, capacity building, and financing opportunities that arise from the global climate change agenda (Box 14). Nearly all of the 34 CASs and CPSs prepared in fiscal 2010 addressed climate change. Country studies designed to advance growth while reducing carbon emissions have been conducted.
BOX 12: Water Supply and Sanitation—Examples of Bank-Supported Results

In Armenia more than 332,000 households in the capital, Yerevan, benefited from increased water supplies and improved water quality between 2006 and 2011. In addition, the number of sites for wastewater discharges was reduced from 17 to 8.

In Bosnia and Herzegovina public delivery of water was upgraded in 20 municipalities, reaching 36,000 people. Between 2004 and 2011 the share of people with 24-hour water supplies in those areas rose from 75 to 100 percent.

In Vietnam more than 1.5 million people have received access to improved water supplies and 50,000 people to improved sanitation facilities since 2005.

In Paraguay 325,000 rural residents—25,000 of them members of indigenous communities—were provided with access to water supplies and sanitation access between 1997 and 2007. In addition, more than 600 water supply systems were built or expanded and 23,000 latrines provided.

Ongoing IDA-Supported Activities for Water Supply and Sanitation

in Brazil, China, India, Indonesia, Mexico, Poland, and South Africa and are supporting the development and implementation of national climate change action plans.

The Bank is working with 130 countries to help reduce carbon emissions, increase resilience to the impacts of climate change, and find clean energy solutions. The Bank supports countries in adopting climate-smart development plans in land use, agriculture, and infrastructure. With Bank support, a number of countries have introduced more effective environmental policies and strategies, with a focus on
**BOX 13: Food Security—Examples of Bank-Supported Results**

In Niger an impact evaluation survey conducted at the end of the Emergency Food Security Support Project (2008–09) found that rice yields in irrigated plots treated with the recommended dose of fertilizer averaged 5.4 tons a hectare, exceeding the baseline yield by 116 percent. This increase benefited 35 farmer cooperatives with 20,784 members.

In Nepal the Social Safety Nets Project has employed 168,263 workers through food- or cash-for-work programs, providing food for 940,000 beneficiaries in 28 food-insecure districts. Program monitoring between November 2008 and June 2009 found that 94 percent of beneficiaries reported an increase in food security and an average of 5.5 months of self-sufficiency. In addition, 52 percent of respondents reported eating more meals a day, 45 percent reported an increase in the variety of food consumed, and 30 percent reported eating larger meals.

In the Kyrgyz Republic the National Federation of Community Seed Funds has mobilized 63 such funds, with 2,271 farmers as members for grain seed distribution program. Because of higher-quality seeds and fertilizer application, yields for winter and spring cereals have increased dramatically since 2008, even after taking into account better weather conditions.

In the Philippines support from the Global Food Crisis Response Program facilitated the use of less price-distorting mechanisms for rice imports and broadened social protection reforms. Advice on alternative ways for the Philippines to source global rice imports helped ease upward pressure on prices. Policy advice to the government to initiate bilateral deals with Thailand and Vietnam and to establish domestic rice stocks also helped reduce pressure on world prices.

In China between 2004 and 2010 about 1.3 million people in 21 rural counties in Jiangxi Province benefited from better irrigation systems, increased agricultural production, and higher incomes. The average per capita income of farmers participating in the Jiangxi Integrated Agricultural Modernization Project rose from $340 to $517 a year, and the reliability of irrigation systems doubled to 80 percent. Paddy production in the project areas rose by 480 kilograms a hectare—nearly 10 percent—and navel orange production by 5,715 kilograms a hectare—about 60 percent. In addition, 4 agricultural markets, 16 small agroprocessing enterprises, 126 leading specialized households, and 1 farmer marketing group were established.

Protecting the most vulnerable groups from environment-related health concerns and risks, such as air and water pollution. The Bank has also supported countries in developing integrated approaches to sustainable development in key sectors such as tourism, agriculture, fisheries, mining, forestry, housing, transport, water, and energy.

World Bank Group (including IFC and MIGA activities) support for renewable energy and energy efficiency has increased, reaching $3.6 billion in fiscal 2010. Similarly, since 2003 the Bank Group has expanded support for low-carbon energy, increasing it by 70 percent a year to $5.5 billion in 2010. The Bank has expanded support to climate-resilient and low-carbon investments by combining and leveraging a suite of financing instruments. The Bank supports market-based mechanisms to reduce greenhouse gas emissions in developing countries. Over the past decade it has provided finance to reduce carbon emissions through carbon funds and facilities in 250 projects that buy carbon credits, reducing greenhouse
gas emissions by nearly 141 million tons. The Bank is the trustee of 12 carbon funds and facilities as well as 2 post-2012 facilities capitalized at a total of $2.7 billion, of which $1.9 billion has been committed.

- Since their inception in 2008, $6.5 billion has been committed to the Climate Investment Funds, which are channeled through the Bank and other multilateral development banks. These funds play a key role in meeting international objectives regarding climate change and are active in 45 countries.

- The Bank-facilitated Forest Carbon Partnership Facility has mobilized $165 million to build capacity and provide performance-based payments to pilot projects that aim to finance activities related to forest and land management.

The Bank has strengthened operational links between climate adaptation and disaster risk management. The Global Facility for Disaster Reduction and Recovery, a global trust fund housed at the Bank, serves as a knowledge hub for reducing the risk of natural disasters and is the Bank’s facility for rapid response to such disasters. In the past three years, the Bank supported 76 countries with natural disaster management.

**Biodiversity.** The Bank is a key funder of biodiversity initiatives, providing support to 624 projects in 122 countries over the past 20 years (Box 15). Much of the investment has focused on preserving and expanding protected areas, improving natural resource management, and mainstreaming biodiversity issues into forestry, coastal zone management, and agriculture. The Bank is working in partnership with other organizations to support biodiversity protection efforts, including the Save Our Species Program, the Global Tiger Initiative, and the Critical Ecosystem Partnership Fund. Leveraging biodiversity—particularly to reduce vulnerability and alleviate poverty in rural frontiers—will be one of the main themes of the Bank’s forthcoming environment strategy.

**Support for Financial and Private Sector Development and Trade**

**Financial and private sector development.** One of the Bank’s main objectives is to help countries broaden their financial markets to create opportunities and choices for undererved populations (Box 16). The Bank provides financing and TA to financial institutions serving micro, small, and medium enterprises (MSMEs) to support better liquidity and increase access to loans, savings, and insurance services. These efforts support institutions with 1.5 million MSME clients in 50 countries.

The Bank also supports the development of payment and remittance systems, collateral registries and credit bureaus, regulations that foster opportunities for entrepreneurship and job creation, access to a broad range of financial services for firms and households, and financial systems resilient to...
**BOX 15: Biodiversity—Examples of Bank-Supported Results**

**Conserving biodiversity.** The Bank manages more funds for biodiversity conservation than any other organization in the world. On average, the Bank commits $309 million a year to biodiversity projects, $114 million of which comes from the Global Environment Facility (GEF). The projects cover habitats from coral reefs to mountain tops, from tropical forests to savannas, and from grasslands to marine and freshwater ecosystems.

**Establishing protected areas.** In Brazil the area of the Amazon under strict protection doubled from 12 million hectares in 2002 to about 27 million in 2008 with support from the Bank’s Amazon Region Protected Areas Project. An additional 19 million hectares were set aside in sustainable use areas to conserve biodiversity and provide better livelihoods for traditional forest dwellers.

**Engaging indigenous people.** The Bank’s biodiversity projects have supported or are supporting indigenous peoples’ needs under 109 projects, including more than 15 percent of the GEF portfolio. Bolivia’s Sustainability of Protected Areas Project is a good example of a co-management model. The Bank and GEF have provided financing to support the operating costs of Kaa-Iya National Park—at 3.5 million hectares, the largest protected area in Bolivia.

**Conserving and improving traditional seed varieties.** In the Republic of Yemen 60,000 people in 52,000 rural households—including farmers and small landholders with marginal and fragile lands on steep slopes—were reached through the Agriculture and Livestock Project between 2008 and 2010. Some 95 tons of traditional, cleaned local seed varieties were produced by local seed producer groups. Preliminary findings from the first improvement cycle indicate that yields rose 25–32 percent.

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**BOX 16: Financial Sector Development—Examples of Bank-Supported Results**

In Latvia the financial health of banks has improved and the restructuring of impaired loans has accelerated. By 2010 about 23 percent of consumer loans and 30 percent of mortgages had been restructured, and between March 2008 and September 2010, 185 corporate rehabilitation and debt restructuring agreements were signed using a new out-of-court negotiation process supported by the Bank.

In Egypt, as a result of consolidation, the number of banks dropped from 57 to 39 between 2004 and 2008. The banking sector moved from a state-dominated model to a more prudentially sound, effective system led by the private sector. Between 2006 and 2009 branch density rose by 60 percent, the number of automated teller machines by 26 percent, the number of deposit accounts by 15 percent, and the number of loans by 165 percent. Egypt also has one of the largest microfinance markets in the Arab world, with more than 1.3 million active clients and over $337 million in outstanding loans.

In the Dominican Republic an overhaul of regulations on the country’s payment systems has increased security and certainty for all payment processes. The reform was so successful that in 2010 the country was selected as the hub for payment systems for all of Central America. The volume of payments cleared through the system rose 91 percent between 2008 and 2010, while the number of small transactions between private entities and people increased by more than 110 percent. By January 2011 check transactions had fallen to 30 percent (from 39 percent in 2008) and electronic payments had risen to 70 percent (from 61 percent).

In India Bank technical inputs and dialogue facilitated the launch of an innovative crop insurance program. This program improves equity, mitigates risk, settles claims faster with farmers, provides government tools for budget management and agricultural policy, and opens up the market for public and private insurers. The program is being piloted since 2010 in 50 of India’s 600 districts, and an estimated 400,000 farmers have participated in the first crop season.
shocks. A major aspect of this work is the Bank’s dialogue on reforms to international financial regulation and supervision. The Bank also supports evaluations that allow countries to benchmark themselves against international standards and practices so that they can identify and implement needed changes.

**Trade.** The Bank’s Trade Logistics Advisory Program advises governments on how to cut the time and costs involved in trade and to rationalize trade logistics systems and services—including streamlining border clearance processes, introducing risk management systems, and supporting automation in trade-related clearance services such as electronic payments and electronic single window systems.

The program emphasizes activities to improve coordination among key technical agencies, including customs, standards, phytosanitary, veterinary, health, port, warehousing, and transport agencies.

The program also addresses agriculture-specific trade logistics issues along the supply chain and offers advice on regional integration for projects in areas such as the Caribbean, South Asia, and South-East Europe. In collaboration with infrastructure initiatives, the program has started work on developing green supply chains, with a focus on governance issues. Going forward, the program will support interventions that create markets for logistics services.
Over the years the World Bank has put in place policies, systems, and processes to reinforce its focus on results (see Box 17 on p. 35). Key elements include quality assurance, real-time monitoring of results and performance, and systematic self-evaluation, complemented by independent evaluations of its strategies and activities by IEG. This chapter reviews the overall success of Bank activities in achieving their development goals as well as the Bank’s operational effectiveness, 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, and its use of country systems.

**Development Outcome Ratings**

Bank-supported operations are owned and implemented by countries, while the Bank supports their design and implementation. The outcomes of these operations are influenced by country factors, external events, the risks involved, and the quality of design and implementation. IEG evaluations found that 76 percent of IBRD- and IDA-supported operations completed in fiscal 2009 achieved their expected development outcomes—rated moderately satisfactory or better—in line with performance over the past decade (Figure 6).

About 78 percent of IBRD and 74 percent of IDA operations completed in fiscal 2009 achieved their development outcomes, both slightly below recently established goals (80 percent for IBRD and 75 percent for IDA). In fragile and conflict-affected states 74 percent of operations had satisfactory outcome ratings, exceeding the goal of 70 percent. (Given that the number of countries in fragile situations change every year, comparisons over time are less meaningful.)

Since fiscal 2008 the IEG has evaluated 27 RBCAs (see Box 17 on p. 35). Of these 16, or 59 percent, had satisfactory ratings for achieving...
### TIER III: Development Outcomes and Operational Effectiveness

#### INDICATORS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline Value</th>
<th>Baseline Year</th>
<th>Current Value</th>
<th>Current Year</th>
<th>PCD Linkage</th>
<th>Performance Standard</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfactory CAS/CPS completion*</td>
<td>59.0</td>
<td>FY03</td>
<td>59.0</td>
<td>FY10</td>
<td>70</td>
<td></td>
<td>O</td>
</tr>
<tr>
<td>Satisfactory (IBRD/IDA) operations outcomes at completion*</td>
<td>76.9</td>
<td>FY08</td>
<td>76.1</td>
<td>FY09</td>
<td>80</td>
<td></td>
<td>O</td>
</tr>
<tr>
<td><strong>•</strong> BRD countries</td>
<td>76.5</td>
<td>FY08</td>
<td>78.1</td>
<td>FY09</td>
<td>75</td>
<td></td>
<td>O</td>
</tr>
<tr>
<td><strong>•</strong> IDA countries</td>
<td>77.5</td>
<td>FY08</td>
<td>73.9</td>
<td>FY09</td>
<td>70</td>
<td></td>
<td>O</td>
</tr>
<tr>
<td><strong>•</strong> Fragile Situations (IBRD/IDA)*</td>
<td>62.6</td>
<td>FY08</td>
<td>73.9</td>
<td>FY09</td>
<td>70</td>
<td></td>
<td>O</td>
</tr>
<tr>
<td>Analytic and advisory activities objectives accomplished*</td>
<td>72.0</td>
<td>FY08</td>
<td>73.0</td>
<td>FY10</td>
<td>80</td>
<td></td>
<td>O</td>
</tr>
<tr>
<td>Clients' impression of Bank effectiveness</td>
<td>(Scale 0-10)</td>
<td>6.9</td>
<td>2008</td>
<td>6.3</td>
<td>2009</td>
<td>7</td>
<td>O</td>
</tr>
</tbody>
</table>

#### III-A: Development Outcome Ratings

**Ensuring Sound Quality & Portfolio Performance**

- Quality of design for investment operations* (%): 75 (FY09), 90 (FY11)
- Quality of implementation support for investment operations* (%): 83 (FY09), 90 (FY11)
- Satisfactory implementation of active operations* (%): 88 (FY08), 85 (FY10)
- Gross disbursements (US$ billion): 19.6 (FY08), 40.3 (FY10)
- Disbursement ratio: 21.3 (FY08), 21.5 (FY11)
- Average time from approval to first disbursement (Months): 12 (FY08), 8 (FY10)
- Recipient executed trust fund disbursements (US$ billion): 2.7 (FY08), 2.7 (FY10)

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

- Projects with indicators capturing all aspects of development objectives* (%): 83 (FY09), 87 (FY10)
- Implementation Completion and Results Reports reporting key results* (%): 83 (FY08), 82 (FY09)

**Gender Mainstreaming**

- Projects with gender-informed design* (%): 36 (FY09-IB), 50 (FY10)
- CAS/CPS that draw on and discuss gender assessment findings* (%): 60 (FY09), 83 (FY10)

#### KNOWLEDGE ACTIVITIES

- Data freely accessed by global users (Million visits): 1.2 (2008), 4.5 (2011)
- Publications including research cited in professional journals (Number): 18,000 (2008), 18,000 (2010)

#### USE OF COUNTRY SYSTEMS

- Use of country systems for procurement (PD survey)* (%): 40 (FY05), 52 (FY08)
- Use of country systems for financial management (PD survey)* (%): 42 (FY05), 62 (FY08)
- Use of country monitoring and evaluation systems* (%): 72 (FY08), 73 (FY10)

#### LINKAGES

- IDA only: List of countries designated as "fragile" changes every year.
- IDA only: Indicators used in proposed IDA6 Results Measurement System.

#### CURRENT VALUE

- Data are updated quarterly for internal reporting and annually for external audience.

#### PERFORMANCE STANDARDS

- Performance standards/targets are provided where available. Indicators are "monitored" where performance standard or target is not relevant. Rankings show that some standards are not developed.

#### STATUS

- On-Track: Increase from baseline, or for indicators with performance standards, achievement meets or exceeds performance standard.
- Watch: No increase or decrease, or for indicators with performance standards, achievement is close to performance standard but does not meet performance standard.
- Off-Track: Decrease from baseline, or for indicators with performance standards, achievement is not close to performance standard.
- Not Applicable: There is insufficient data to establish a trend, or there is no performance standard.
**BOX 17: Reinforcing a Focus on Results**

Over the years the Bank has strengthened its approach to managing for results using policies, systems, and processes. It aims to effectively support country programs and projects while working with and strengthening country institutions. Core elements of the Bank's operational framework include:

- **Results focus in strategies.** All CASs are now results-based, aligning results frameworks with country priorities. Sector Strategies also include results frameworks, with indicators to monitor the achievement of objectives.
- **Results focus in operations.** Every Bank-financed operation has a results framework, with measurable indicators agreed with country counterparts. Monitoring and evaluation (M&E) arrangements must be agreed with partner countries at the outset of operations. This sometimes presents data challenges because capacity for M&E varies by country, affecting the quality and frequency of results data. Accordingly, the Bank is working with countries to strengthen M&E capacity. Progress on these indicators is tracked during implementation and reported in Implementation Status and Results reports updated by staff at least once a year. These reports are disclosed to the public, enabling all stakeholders to view every project's progress and results in real time.
- **Core sector indicators.** In fiscal 2009 the Bank introduced standardized core sector indicators to aggregate results data from individual projects. Core sector indicators are now used in: education, health, water supply, road transport, urban development, MSMEs, and ICT.
- **Self-evaluation of results.** When operations are completed, Bank staff and country counterparts prepare Implementation Completion and Results reports to assess the results and achievements supported by operations. Similarly, when CASs and CPSs are completed, staff prepare Completion Reports for them.
- **Monitoring the portfolio.** At the corporate level, each quarter the Bank assesses the performance of its ongoing operations using indicators and data from Implemantation Completion and Results reports to identify implementation progress, risks, and bottlenecks for management action. Management encourages candor in flagging risks and bottlenecks during implementation so that they can be addressed in a timely manner with country counterparts.
- **Quality assurance mechanisms** have been in place since the mid-1990s to ensure that operations meet required quality standards during design and implementation to ensure higher success rates and better results. Quality assurance is embedded in Bank structures and processes at the regional and corporate levels. The Bank is also implementing a risk-based approach: operations with higher risk profiles are subject to extensive corporate reviews, while less risky operations undergo a simpler, faster process.
- **Quality reviews.** The Bank periodically conducts corporate-level reviews to monitor the quality of its operations at design and during implementation. In fiscal 2009 and 2011 these reviews were carried out through Quality of Lending Portfolio assessments. The Bank is refining its approach and methodology for quality monitoring to sharpen the focus on results and managing risks.
- **Results focus in knowledge services.** To gauge the impact of economic and sector work (ESW) and TA, staff report in Activity Completion Summaries whether their task has achieved its development objectives and provide ratings. The Bank is strengthening this results measurement approach and broadening it to other knowledge activities.
- **Independent evaluations, impact evaluations, and learning for results.** All Bank-supported operations and CASs and CPSs, when completed, are evaluated by the Independent Evaluation Group. The combination of independent and self-evaluation provides a sound basis for learning from the successes and failures of past operations. To ensure that lessons from these evaluations inform new activities, all new operations are required to highlight past lessons, including those from the Independent Evaluation Group. The Bank is expanding its use of impact evaluations to broaden and deepen evidence on the effectiveness of specific interventions and approaches in achieving results.
- **Client feedback** is important for gauging the effectiveness of the Bank's engagement in countries. Implementation Completion and Results reports include client feedback, and client surveys are often conducted after the implementation of CASs and CPSs to learn from stakeholder views of the Bank's effectiveness.

These evaluation outcomes were influenced by two factors. First, this first generation of RICAAs (especially those for countries in fragile situations) did not always have realistic objectives that could be achieved within the scope of CASs and CPSs. Second, many midterm progress reports for CASs and CPSs did not adequately update their original results frameworks. Country priorities often change during the implementation of these strategies, as happened during the recent crises, requiring Bank support to refocus on new issues.
Bank management has been addressing the rigor, realism, and updating of results frameworks at midterm for CSSs and CPSs, including by providing support and guidance during corporate reviews. Moreover, management is implementing the recommendations of the Bank’s World Development Report 2011: Conflict, Security, and Development by introducing new approaches that more closely align the Bank’s engagement with the realities and challenges faced by countries in fragile situations.

**Operational Effectiveness**

Quality of design and implementation are important elements of effectiveness of Bank-supported operations. Operations of high quality at the time of approval and during implementation are more likely to achieve their development goals (Box 18).

### Quality, Results Monitoring, and Portfolio Performance

#### Quality of design

The Bank has systems to ensure quality during the preparation of operations and conducts periodic corporate reviews to monitor the quality of their design. Reviews in fiscal 2009 and 2011, which assessed a sample of operations at the midpoint of their implementation, show that the design of operations has improved: 83 percent of investment operations approved in fiscal 2005-08 had satisfactory ratings for design quality, compared with 76 percent in fiscal 2003-06.1

The quality of fiduciary and governance and anticorruption elements at design stage was found to be high in 2005-08, with 95 percent of reviewed operations meeting quality standards, up from 93 percent in 2003-06 (Box 19). These quality reviews noted that operations rated “below the line” on design quality would have benefited from a better balance between their complexity and the institutional capacity for their implementation.

#### Quality of results frameworks in operations

Monitoring and managing a project to achieve its results must start with a well-articulated, agreed results framework linking project activities to results on the ground. A Bank review of all projects approved in fiscal 2010 shows that almost 80 percent had a clear formulation of their development objectives, including definitions of their target populations, the benefits the target population are likely to receive, and the changes those benefits are expected to have on the lives and behavior of the target populations—thus establishing clear visions for results to guide project activities. In addition, 87 percent of projects approved in fiscal 2010 have measurable outcome indicators, covering all aspects of the project objectives.

Monitoring and reporting on results continues throughout project implementation and completion; for IDA operations completed in fiscal 2009, 92 percent reported on the key results achieved.

#### Portfolio performance and quality of implementation support

In managing the performance of its investment operations, the Bank is emphasizing implementation support and risk management throughout implementation to achieve

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**BOX 18: Quality of Design and Implementation Matters for Results**

Management assessments and IEG evaluation findings both show strong links between the outcomes of Bank-supported operations and the quality of their design and implementation, including country implementation capacity. Since 1997 about 3,500 IEG evaluations have also rated the quality of design and implementation in addition to the outcomes of operations.

**IEG ex post ratings of outcome and design quality.** About 64 percent of operations with satisfactory outcome ratings also had high ratings for design quality from IEG, while only 10 percent succeeded when they had design flaws.

<table>
<thead>
<tr>
<th>IEG outcome ratings</th>
<th>S</th>
<th>U</th>
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<tbody>
<tr>
<td>Design quality</td>
<td>64%</td>
<td>7%</td>
</tr>
<tr>
<td>U</td>
<td>10%</td>
<td>18%</td>
</tr>
</tbody>
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**IEG ex post ratings of outcome and implementation support quality.** A similar but stronger finding is true for the quality of implementation support. More than 70 percent of operations with satisfactory ratings had high-quality implementation support, and only 4 percent succeeded when evaluation found weaknesses in implementation.

<table>
<thead>
<tr>
<th>IEG outcome ratings</th>
<th>S</th>
<th>U</th>
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<tbody>
<tr>
<td>Implementation support quality</td>
<td>71%</td>
<td>11%</td>
</tr>
<tr>
<td>U</td>
<td>4%</td>
<td>10%</td>
</tr>
</tbody>
</table>
results. Between fiscal 2008 and 2011 the Bank’s active portfolio grew by about 70 operations and more resources were shifted to implementation support, increasing the average annual amount of such support per project to $115,000. Given the importance of implementation support in achieving results, management will continue to monitor the adequacy of such funding.

The overall performance of the Bank’s portfolio in fiscal 2011 was similar to that in fiscal 2008, with 85 percent of active operations in satisfactory status during implementation. Staff have rated the remaining 15 percent as being in problem status, signaling significant problems and risks encountered during implementation and bringing them to the attention of management. Many of these problems are addressed within a year, working with the borrower implementing the project to restore the project to satisfactory status.

Staff are encouraged to be candid in rating project performance and to flag problems early on so that they can be addressed in a timely manner. Still, the fiscal 2011 assessment of quality of implementation support (as part of the Quality Assessment of Lending Portfolio review) found insufficient realism in self-ratings in 20 percent of the projects reviewed. Thus steps are being taken for more attention to greater realism and candor on risks during implementation.

Overall, 79 percent of projects reviewed in fiscal 2011 were rated satisfactory for quality of implementation support, slightly less than the 83 percent in fiscal 2009. At the same time, there was a 12 percentage point improvement in projects rated moderately satisfactory or better on implementation support for fiduciary, safeguards, and other aspects, while Bank inputs and processes during implementation, and candor and realism of reporting, were comparable to levels in fiscal 2009 (Figure 7).

**Disbursement performance.** Robust disbursements are linked to strong implementation performance and thus they are an important step towards producing results. During the global financial crisis (fiscal 2009–10) overall disbursements reached record levels for IBRD- and IDA-supported operations, resulting in a $20.7 billion increase in fiscal 2010 from fiscal 2008. About 90 percent of development policy

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**BOX 19: Promoting Good Governance and Fighting Corruption in Lending Operations**

The Bank has continuously integrated good governance and anti-corruption efforts into its work. A fiscal 2009 review by the Quality Assurance Group found that the three key elements of the governance and anti-corruption agenda—governance and political economy, governance and anti-corruption efforts in fiduciary relationships, and demand-side governance—were incorporated in nearly half of Bank-supported projects approved in fiscal 2008. Going forward, the Bank’s shift to a risk-based approach provides a good framework for further mainstreaming governance and anti-corruption efforts in projects and making them more responsive to this important agenda.

In fiscal 2011 the Bank announced that it will not lend directly to finance budgets in countries that do not publish their budgets or, in exceptional cases, at least commit to publishing their budgets within a year. It has also been encouraging governments to publish information, enact freedom of information acts, open up their budgets and procurement processes, establish independent audit functions, and reform their justice systems.

The Bank has a growing database of good practices, currently with more than 90 examples, for incorporating governance and anti-corruption efforts into operations to help guide operational teams. As part of Bank support for good governance, the Integrity Vice Presidency is expanding its efforts to build corruption-fighting capacity and strengthen institutions in client countries. The Integrity Vice Presidency has provided training to Bank staff and counterparts as well as country institutions and counterparts on a range of topics—from helping staff of government implementing agencies identify red flags in procurement processes and address risks in financial management procedures to guiding prosecutors, corruption investigators, and state audit institutions on how to develop and use forensic audit evidence in corruption cases. In fiscal 2010 such training offered by the Integrity Vice Presidency benefited nearly 1,200 participants. The Integrity Vice Presidency also provided hands-on training through joint forensic audits with national authorities such as the Internal Audit Department of Kenya’s Treasury.

These capacity building efforts have been in addition to the Integrity Vice Presidency’s primary role in investigating allegations of fraud and corruption in Bank-funded operations. In fiscal 2010 it opened 194 cases, investigated 117, and closed 238. During the same year, the Bank’s sanctions authorities debarred 45 firms, individuals, and nongovernmental organizations (NGOs) and referred 32 investigative findings to national authorities.

Source: Quality Assurance Group 2009; World Bank Integrity Vice Presidency.
operations approved during the crisis have been disbursed. The disbursement ratio for investment lending operations also rose, reaching 26 percent in fiscal 2010.2

In fiscal 2011 disbursements came down from those record levels, partly because of a smaller share of quick-disbursing development policy operations, yet were still higher than before the crisis. The disbursement ratio for investment operations was 21 percent in fiscal 2011—lower than the record disbursement ratio of fiscal 2010 but still above the Bank’s performance standard (20 percent)—indicating satisfactory disbursement performance for investment projects. As always, there were variations among projects and countries.

The speed of disbursements also improved, with the average time from Board approval to first disbursement falling from about 12 months in fiscal 2008 to 8 months in fiscal 2010. The speed for processing disbursement requests during project implementation can be affected by factors such as centralized or parliamentary approval processes, multiple procedures demanded by various donors, and inadequate project preparation, among others.

In some cases such factors have caused long delays in project startup and implementation. To expedite disbursement, the Bank has worked with borrowing countries to streamline and clarify fiduciary procedures, including procurement procedures. The Bank is also introducing a program to use electronic disbursements, which could further reduce processing times.

**Client impressions.** Since 2003 the Country Survey Program has tracked the attitudes of key constituencies toward the Bank’s impacts and effectiveness. The surveys are generally conducted when country teams are preparing new CASs or CPs. Since fiscal 2008 the program has surveyed several thousand stakeholders—from government, media, academia, civil society, nongovernmental organizations, and the private sector—in nearly 30 countries.

The Country Survey Program probes perceptions on a wide range of issues related to the Bank’s engagement in a country, enabling a better understanding of various stakeholders’ attitudes and perspectives. One of the most useful findings is stakeholder impressions of the Bank’s overall effectiveness in a country. Respondents consider the broad context, including their experiences with the Bank in their country, what they have heard and read about it, and their views of the institution. Since fiscal 2008 aggregate ratings on this question have followed a steady pattern, with impressions of the Bank’s effectiveness averaging between 6 and 7 on a scale from 1 to 10 across countries, with 1 as very unfavorable and 10 as very favorable.

**Gender Mainstreaming in Bank Activities**

To help mainstream gender aspects in its activities, the Bank measures four dimensions of gender-informed design in operations it supports. On average, 53 percent of the Bank’s new lending operations in fiscal 2010 were gender-informed, with at least moderately satisfactory attention to analysis, action, empowerment, and M&E of gender issues. That was 18 percentage points better than in fiscal 2006. The share of the Bank’s lending portfolio rated as gender-informed rose from 31 to 45 percent between fiscal 2006 and 2010—an increase of about $19 billion.

Social sectors led the way, with 80 percent of such operations having gender-informed designs in fiscal 2010 (Figure 8). Economic sectors showed the highest rate of improvement during fiscal 2006–10, with the share of gender-informed operations in these sectors increasing from 24 to 44 percent. In addition, the share of operations that include gender-related actions rose from 45 to 63 percent between fiscal 2006 and 2010. The Bank is building gender dimension into relevant sector results indicators to better track results, but data disaggregated by gender remain a constraint.

The quality and content of gender mainstreaming in CASs and CPs also improved, with 83 percent of such strategies gender-informed in fiscal 2010—27 percentage points more than in fiscal 2006, though still below the Bank’s target of having all these strategies being gender-informed. So while
considerable progress has been made, the gender agenda has yet to be fully institutionalized. The Bank is developing strategies for each region to institutionalize gender in operational work, and the World Development Report 2012: Gender, Equality, and Development is expected to set future directions for Bank operations.

Knowledge Services
The Bank offers a broad range of knowledge and convening services to country and global audiences, both as part of Bank-supported operations, during design and implementation stages, as well as separate products. The Bank’s analytic and advisory activities (AAA) are a significant part of its broader knowledge and convening services. AAA is an important aspect of its engagement with client countries, contributes to development results, and is expanding in response to growing demand. They underpin the quality of Bank-supported operations. At the same time they are increasingly demanded and delivered independently from lending, especially in middle-income countries, as a core element of the Bank’s engagement through policy dialogue, implementation, and knowledge sharing.

Technical Quality
A 2008 evaluation by IEG examined the development effectiveness of the Bank’s ESW and TA, which form the bulk of its AAA, and concluded that their technical quality is generally strong and highly relevant to clients (IEG 2008). But the evaluation also found that there is scope for improving dissemination and post-delivery engagement to maximize the impact of these efforts. Factors likely to increase impact include strategic relevance and ownership, timeliness, and the nature of client engagement, including considerations such as translations, format, length, collaboration, and client feedback.

Strengthened Results Frameworks and Measurement for Analytic and Advisory Activities
IEG evaluations also pointed to the need to strengthen the results framework for ESW and TA. They also highlighted the importance of systematic feedback from clients. In 2005 the Bank introduced a simple results framework for ESW and TA as well as a staff self-assessment system to track their outcomes based on Activity Completion Summaries. The use of these summaries has expanded since then, with 90 percent of ESW and TA delivered in fiscal 2009 self-rated based on their development outcomes. According to these staff assessments, more than 70 percent of ESW and TA delivered in fiscal 2008–10 have met their goals by informing policy dialogue and lending, stimulating public debate, strengthening country analytic capacity and institutions, helping with policy and program implementation, and facilitating knowledge exchange (Box 20).

The Bank is responding to IEG’s recommendations by strengthening the results framework for ESW and TA and by piloting approaches to seek client feedback. Work is under way to broaden the approach to other knowledge and convening services, including indicators to gauge the effectiveness and impact of the Bank’s global knowledge services. One such indicator is the number of citations of Bank publications in professional journals, which cumulatively reached 18,000 in 2010.

Increasing Collaboration on Knowledge Services
The environment in which the Bank provides knowledge services has evolved as the Bank has expanded its role from producer to collaborator and convener. Accordingly, working in partnerships has become integral to the Bank’s delivery of knowledge services. The Paris Declaration Monitoring Surveys undertaken since 2006 and conducted by the Organisation for Economic Co-operation and Development’s Development Assistance Committee show increasing collaboration, with the share of coordinated AAA rising from 49 to 59 percent between 2005 and 2008. The Bank’s globally recognized development research work is also being conducted in a more collaborative way with partner institutions.

Innovative Approaches to Sharing Knowledge
In line with its new Access to Information Policy, the Bank is sharing knowledge and development data globally and more effectively using innovative approaches. One signature step has been the Open Data Initiative, launched in 2010. The new Open Data website provides free access to more than 7,000 development indicators and is accessible in five languages, with features that make the data easier to search and download. The launch of this initiative had an immediate and significant impact on the access and use of data by a wide range of audiences.
Policy dialogue, AAA, TA, and a wide range of other knowledge services play a major role and have a significant impact on the Bank’s engagement with its client countries, and are increasingly conducted in a collaborative way.

**Debt reduction in Liberia.** Liberia had a staggering debt load that ballooned during conflict times. Under the World Bank–International Monetary Fund Heavily Indebted Poor Countries (HIPC) Initiative, Liberia implemented a strategy to reduce its commercial debt. With TA, coupled with funding, from IDA and bilateral donor, Liberia eliminated its commercial debt, estimated at $1.2 billion in 2009. It also improved its external commercial relations and averted costly litigation and risks to financial assets.

**Growth and employment in Nigeria.** Despite strong economic growth since 2001, unemployment in Nigeria did not decline, and youth unemployment rose. An Employment and Growth Study proposed a strategy for increasing the employment intensity of growth by targeting binding constraints to development—such as import bans, access to finance, the business environment, weak infrastructure, and lack of skilled workers—in economic sectors with the highest potential for growth and employment. A Jobs Summit in August 2010 resulted in, among other things, agreements to allow the construction of power plants by independent power producers, the replacement of import bans with tariffs, and an IDA development policy grant to support the government’s new strategy to ease such constraints.

**Migration and remittances in Eastern Europe and Central Asia.** The Bank provided advice and helped catalyze the establishment of a Migration and Remittance Peer-Assisted Learning Network that brought together migration experts and practitioners from sending and receiving countries to discuss analytic work and lessons from labor migration policy by countries in the Commonwealth of Independent States. Based on this dialogue, countries in Eastern Europe and Central Asia were able to raise the visibility of migration and start implementing national action plans to address policy issues.

**Female labor force participation in Turkey.** A 2009 study explained the main factors underlying female participation in Turkey’s labor force, the benefits of getting more women to work, and the policy priorities to generate more and better jobs for women. Joint preparation of the study—with the Bank working with the government and academics—and broad engagement on its findings and policy options with stakeholders across the country helped contribute to the inclusion of this topic in public debates and to the development of new employment policies and programs (such as tailored training). The government is now considering legislation to allow more flexible contracting for women as well as expand learning and training opportunities for women older than school age.

**Strengthening institutions and integrating gender issues in policy making in the Middle East and North Africa.** This region is undergoing profound changes, creating possibilities for women to play a larger role in social and economic activities. A 2003 Bank regional report for Middle East and North Africa on gender led to a close association with the Center for Arab Women Training and Research, supporting a new network of some 450 gender experts in 22 Arab countries in all disciplines. The Bank has continued to support the center financially and analytically. By building capacity for research and analysis on gender issues in the region, the Bank is supporting government programs to better integrate gender issues in policymaking.
the launch the number of subscription users of World Bank databases was about 140,000 a year. Between April 2010 and June 2011 the new site had well over 20 million page views from more than 4.5 million users (Figure 9).

Using Country Systems
Effective country systems and institutions are fundamental to the Bank’s development mission and it continues to support capacity strengthening and performance of country systems including through progressively expanding their use in Bank-supported operations. The Bank is collaborating with other multilateral development banks and bilateral donors to expand and improve the effectiveness of capacity building efforts in areas such as public financial management (PFM), public procurement, and social and environmental assessment. Proposed reviews of operational policies relating to safeguards and procurement provide an important opportunity to refocus attention on the long-term development outcomes from strengthening country systems and institutions and expanding their use in Bank-supported operations. The proposed new results-based leading instrument, Program-for-Results, provides an additional opportunity for the Bank to work directly with country institutions and systems at the sector and program levels and to strengthen their governance and capacity over time.

Aid Effectiveness
As a signatory to the Paris Declaration on Aid Effectiveness (2005) and the Accra Agenda for Action (2008), the Bank joined the international community in committing to the aid effectiveness agenda, in which the use of country systems is an important pillar. According to internal and external assessments (such as Paris Declaration Surveys, the Multilateral Organization Performance Assessment Network, and the U.K. Multilateral Aid Review), Bank performance on aid effectiveness has steadily increased, and the Bank performs better than most donors on related measures. These assessments confirm that the Bank is well aligned with country priorities (through its country-based model and CASs and CPSs); supports country-led aid management, often playing an important role in country-level aid coordination; maintains good performance on aid predictability; and partners with other organizations on lending and AAA.

The Bank has internalized the monitoring of progress in implementing aid effectiveness principles and has incorporated key aid effectiveness indicators in its results measurement systems, particularly the IDA16 Results Measurement System and the new World Bank Corporate Scorecard. The Bank is also at the forefront in practicing and supporting transparency with its new Access to Information Policy and the

International Aid Transparency Initiative, setting high standards in the development community.

The Bank’s performance in using country systems has also improved in M&E, PFM, and procurement. However, while progress has been made in integrating project implementation with country institutions, challenges remain—especially in procurement and financial management—underscoring the need for greater efforts to build institutional capacity at the country level. Reflecting such capacity constraints, progress in low-income countries was mixed in fiscal 2005–09. The Bank’s revised guidance on the preparation of CASs and CPSs will continue to focus upstream attention on country systems and reflect country-level dialogue to identify opportunities and challenges to increased use of these systems.

Monitoring and Evaluation Systems
Strong systems for M&E at the country level enable better assessments of development results and results-based decision making. Progress in the development of country monitoring systems has been encouraging. In fiscal 2010, 73 percent of Bank-supported operations approved that year used data from existing country monitoring systems. Citizen monitoring of results is also gaining traction, with about 20 percent of Bank-supported operations using public accountability mechanisms such as monitoring by civil society organizations, community-based monitoring systems, and social accountability mechanisms.

But challenges remain: timely and relevant statistics and basic development data are not always available or used, and capacity for M&E varies significantly across countries and sectors within countries, affecting the quality, frequency, and reliability of...
data. To build country capacity, the Bank has increased support through financing and partnerships, including the Trust Fund for Statistical Capacity Building, the Statistics for Results Catalytic Fund and the Partnership in Statistics for Development in the 21st Century.

**Procurement Systems**

As captured in the Paris Declaration Surveys, the percentage of Bank financing (including trust funds) disbursed using country procurement systems increased from 40 percent in 2005 to 52 percent in 2007. Given that this exceeds the target of 50 percent set by the 2008 Accra Agenda for Action, the Bank has adopted a new target of 55 percent. Yet the use of country systems for procurement remains one of the more complex areas, and progress differs by country. While the Bank's client countries use acceptable procedures for procurement under national competitive bidding, they continue to use the Bank's Procurement Guidelines for international competitive bidding financed by Bank operations.

**Financial Management Systems**

Bank policies permit the use of countries' PFM systems in Bank-financed operations if the Bank has found the systems to be appropriate for such operations. The Paris Declaration Surveys have shown consistent progress by the Bank in its use of countries' PFM systems—rising from 42 to 62 percent of disbursements between 2005 and 2007, well above the Accra target of 50 percent. Accordingly, the Bank has set a higher target of 65 percent.

The Bank's work on countries' PFM systems has benefited from corporate guidance, dedicated country-level implementation plans, effective diagnostic tools, capacity building programs, and strong international collaboration. But further progress is needed in the use of these systems in investment lending operations and will be monitored. Priority areas will be to continue integrating project financial management arrangements with those of partner country institutions, building country capacity in financial management, promoting global standards (such as in auditing and accounting), and improved sharing of good practices and staff competencies.
The World Bank's operating environment has been changing rapidly, and the recent global crises underscored the need for the Bank to remain responsive and flexible to meet evolving country needs. The Bank has continued to improve its organizational effectiveness, using resources efficiently while maintaining a flat budget (in real terms) since fiscal 2006. It is also continuing to align its resources and capacity with the strategic priorities of and services provided to client countries.

In fiscal 2010, as part of a broader reform agenda, the Bank embarked on a far-reaching business modernization program that covers its products, services, organization, processes, and systems. This program aims to strengthen the Bank's agility, responsiveness, and accountability—and ultimately, its ability to effectively support results on the ground, enhancing the Bank's "value for money." This chapter summarizes progress on increasing effectiveness in resource use, staff capacity and skills, and implementation of the modernization program.

Resource Management and Alignment
The Bank responded to rising country demand quickly and flexibly during the global crises. The Bank scaled up its lending commitments to record levels, nearly doubling them from $24.7 billion in fiscal 2008 to $58.7 billion in fiscal 2010 (Figure 10). IDA commitments hit record levels, rising from $11.2 billion to $14.5 billion. The increase was even sharper for IBRD lending to middle-income countries as a subgroup within total Bank lending, which more than tripled from $13.5 billion to $44.2 billion. Following this peak in fiscal 2011, IBRD lending declined to $26.7 billion—still nearly twice as high as before the crises. But IDA commitments rose to a new record level of $16.3 billion, making full use of available IDA15 funds.

The Bank maintained a flat budget while scaling up its response. Since fiscal 2006 the Bank's net administrative budget has been flat in real terms, managing unexpected changes within a 2 percent range (positive or negative) to maintain some flexibility. Through fiscal 2009 the Bank was consistently at the lower end of this flexibility range. In response to the financial crisis, the Board authorized an additional 2 percent flexibility in the fiscal 2010 budget, with management committing to return to a flat real budget by fiscal 2013. To meet this commitment and create additional flexibility in its budget, the Bank took steps to cut costs, such as...
## IV. Resources, Skills, and Business Modernization

### RESOURCES & ALIGNMENT

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Current</th>
<th>PCD/M</th>
<th>Performance</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client services as % of total cost</td>
<td>59.1 FY08 61 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
<tr>
<td>Client services in fragile and conflict-affected areas</td>
<td>4.7 FY08 5.7 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
<tr>
<td>Lending commitments (IBRD/IDA) (US$ billion)</td>
<td>24.7 FY08 42.9 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
<tr>
<td>Financial intermediaries funds managed (US$ billion)</td>
<td>10.5 FY08 18.2 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
<tr>
<td>Recipient executed trust fund commitments (US$ billion)</td>
<td>2.0 FY08 4.4 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
<tr>
<td>Share of knowledge services funded by trust funds (%)</td>
<td>31.8 FY08 43.0 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
<tr>
<td>Use of trust funds to support IBRD/IDA lending preparation and implementation support (%)</td>
<td>10.0 FY08 14.0 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
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</table>

### CAPACITY & SKILLS

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<tr>
<th>Indicator</th>
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<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff diversity</td>
<td>0.65 FY08 0.69 FY11</td>
<td></td>
<td></td>
<td></td>
<td>1.00</td>
</tr>
<tr>
<td>Staff mobility</td>
<td>4.39 FY08 4.86 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
<tr>
<td>Staff engagement</td>
<td>76 FY08 90 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
</tbody>
</table>

### BUSINESS MODERNIZATION

#### Products & Services for Results

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Current</th>
<th>PCD/M</th>
<th>Performance</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>IBRD/IDA results stories and briefs (Number on web)</td>
<td>131 FY05 444 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
<tr>
<td>Sectors with core indicators for both IDA and IBRD (Number)</td>
<td>0 FY08 4 FY10</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
</tbody>
</table>

#### Organization

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Current</th>
<th>PCD/M</th>
<th>Performance</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness: Access to information requests with timely completion (%)</td>
<td>69 FY01-04 71.6 FY11-03</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
<tr>
<td>Connectivity: Staff time spent on tasks in other Bank units (%)</td>
<td>4.1 FY08 3.7 FY11</td>
<td></td>
<td></td>
<td></td>
<td>13</td>
</tr>
<tr>
<td>Decentralization: Services for clients managed by staff based in client countries (%)</td>
<td>39.5 FY08 44.0 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
</tbody>
</table>

#### Processes & Systems for Flexibility & Efficiency

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
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<th>PCD/M</th>
<th>Performance</th>
<th>Status</th>
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</thead>
<tbody>
<tr>
<td>Projects with high risk framework with fast processing (%)</td>
<td>45 FY11 45 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
<tr>
<td>Speed of preparing from Concept Note to Approval (Months)</td>
<td>16 FY08 15 FY11</td>
<td></td>
<td></td>
<td></td>
<td>12 months</td>
</tr>
<tr>
<td>Average cost of preparing a lending project (US$ billion)</td>
<td>398,000 FY08 349,000 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
<tr>
<td>Average annual cost supporting project implementation (%)</td>
<td>109,000 FY08 115,000 FY11</td>
<td></td>
<td></td>
<td></td>
<td>Monitored</td>
</tr>
<tr>
<td>Budget flexibility at the start of the fiscal year (%)</td>
<td>5.6 FY08 2.8 FY11</td>
<td></td>
<td></td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>

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

#### Support in agriculture & related sectors

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Current</th>
<th>PCD/M</th>
<th>Performance</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Avg. US$ billion/year)</td>
<td>2.9 2006-08 3.6 FY11</td>
<td></td>
<td></td>
<td></td>
<td>4.5-6.4 (2010-12)</td>
</tr>
</tbody>
</table>

#### Support to sustainable infrastructure

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Current</th>
<th>PCD/M</th>
<th>Performance</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>(US$ billion)</td>
<td>32.9 2004-07 75.7 FY09-11</td>
<td></td>
<td></td>
<td></td>
<td>45-53 (2008-11)</td>
</tr>
</tbody>
</table>

#### Support to health, nutrition, and population

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Current</th>
<th>PCD/M</th>
<th>Performance</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Avg. US$ billion/year)</td>
<td>1.45 2004-07 2.9 FY11</td>
<td></td>
<td></td>
<td></td>
<td>2.0-3.0 (FY11-12 avg.)</td>
</tr>
</tbody>
</table>

#### Support to education sector (for IDA)

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Current</th>
<th>PCD/M</th>
<th>Performance</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Avg. US$ billion/year)</td>
<td>1.0 2009-10 1.1 FY11</td>
<td></td>
<td></td>
<td></td>
<td>1.1 (2010-15)</td>
</tr>
</tbody>
</table>
travel and office space costs, and identified strategic efficiency measures across the Bank Group. To retain flexibility to respond to future unexpected events and demands, the Bank is rebuilding the contingency resources that were fully allocated to support the crises response.

The speed of preparing new operations was cut from an average of 16 months in fiscal 2008 to 15 months in fiscal 2011, which helped reduce average preparation costs. At the same time, the Bank allocated additional resources to provide implementation support to country agencies implementing these Bank-financed projects. Overall, the Bank kept the share of spending related to front-line client services above 60 percent of the administrative budget in fiscal 2011, while expanded its presence in the field at part of its decentralization program and absorbed related additional costs.

The Bank leverages its own resources and expands services to countries using external resources and funds provided by a wide range of development partners. Bank-executed trust funds have played a significant role in providing knowledge services, accounting for 43 percent of their costs in fiscal 2011—up from 31 percent in fiscal 2008. Their share in project preparation and implementation support also increased slightly in fiscal 2011. To ensure an effective, strategic, sustainable approach, management is implementing trust fund reforms to integrate them into the Bank's budget and business planning processes.

The Bank provides an effective platform for the broader development community to pool and channel financing to projects and programs in developing countries. Through financial intermediary funds the Bank plays the role of a trustee by providing administrative and financial services to other development partners as a strong fiduciary agent. In fiscal 2011, its staff diversity index rose from 31 percent in fiscal 2008 to 43 percent of managerial positions, 51 percent, and nationals of Sub-Saharan Africa and the Caribbean 16 percent.

The Bank is updating its policies and organizational structures to retain a highly diverse group of capable, professional staff with the needed mix of skills and to ensure effective deployment of its global workforce. As an integral part of modernization reforms (see below), the Bank is improving management of its global pool of technical talent and developing core skills. To these ends the Bank is updating competency requirements to guide staff career development. The Bank is also renewing staff training programs; in the past year it doubled the use of geographically neutral technology and modalities to improve access for staff in country offices. Staff mobility is important for the functioning of the Bank's decentralized business model and facilitates the sharing of knowledge across regions and countries. The Bank has strengthened its global mobility support program and initiated a process to improve management of assignments and rotations.

**Staff Capacity and Skills**

As a knowledge-based global development organization, the Bank understands that its staff are its most significant asset. The Bank has more than 10,000 staff from 168 countries. Nearly 40 percent of staff work in one of the Bank's 120 country offices, where their presence helps the Bank better understand, work more closely with, and provide faster service to countries.

**Staff Diversity**

The Bank's highly diverse workforce has a broad range of skills and experiences, enriching the quality of Bank activities and services to its equally diverse clients. In April 2011 nationals of developing countries (Part II countries) accounted for 61 percent of staff, women for 51 percent, and nationals of Sub-Saharan Africa and the Caribbean for 46 percent. Staff from developing countries held 43 percent of managerial positions, women 37 percent, and staff from Sub-Saharan Africa and the Caribbean, 11 percent.

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**World Bank For Results 2011**

**TIER IV**

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all dimensions (Figure 11). The Bank has set a target of 50 percent for female managers, reflecting its commitment to achieving gender parity in management.

**Staff Engagement**

The Bank’s most recent staff survey, which is conducted periodically to gauge staff opinions and perceptions, indicates that 80 percent of Bank staff at all levels and locations are strongly committed to the Bank’s mandate and are proud to work for the institution and its mission.

**Business Modernization**

The Bank’s business modernization reforms, which began in April 2010, are aimed at getting closer to client countries, enhancing Bank services, and improving the collection and dissemination of knowledge. The two cross-cutting aspects of these reforms are results and transparency.

Since the last Board update in April 2011, the business modernization program has progressed across its three pillars—products and services, organization, and processes and systems—and remains on schedule (Figure 12). The Bank is finalizing an initial set of metrics to monitor the progress and results of all program components. To ensure staff participation and feedback in the reform process, a communications program is engaging staff through various channels, and this feedback will help refine the business modernization program.

**Products and Services**

The Bank is modernizing its products and services with a sharper focus on results (Box 21). The Bank adopted a risk-based approach for projects that it funds, shifting attention to managing risks to achieve intended results. It is also strengthening the governance of knowledge and convening services to better align them with country needs and strategies for greater impact.

The Bank is also at the final stages of designing a new lending instrument—Program for Results—that links disbursements to results of government
programs. The proposed instrument builds on experiences that the Bank has gained from earlier initiatives such as the multidonor Health Results Innovations Trust Fund, which currently supports results-based financing in the health sector to help achieve the health-related MDGs in 16 countries, and the Global Partnership on Output-Based Aid, which has funded smaller-scale projects in many sectors and countries by disbursing funds based on evidence of outputs.

**Measuring and reporting on results.** At the corporate level, the Bank has significantly improved how it measures and captures the results of its operations. In fiscal 2009 the Bank introduced standardized core sector indicators that facilitate aggregating certain measurable results across projects and countries. Data for these standardized indicators have been collected for IDA-supported projects in education, health, roads, and water supply; data collection is underway for results from operations involving urban development, ICT, and MSMEs. This approach draws data from regular implementation reporting on active projects (Implementation Status and Results reports), enabling real-time monitoring of results. The use of core sector indicators is being expanded to other sectors and to IBRD operations.

The Bank systematically publishes results on Bank-supported activities, providing quantitative and qualitative information on specific results achieved at the project, sector, and country levels. More than 450 results briefs are available online and have been widely used by shareholders, donor agencies, civil society, the media, and the general public, reaching nearly 1.8 million people. The Bank is also using innovative approaches to visualize and report on results. A new website, Mapping for Results (http://maps.worldbank.org), shows the locations of IDA-supported operations under implementation by sector and country, and is being expanded to incorporate IBRD-supported operations.

**Organization**

The Bank is improving its organization to increase integration, openness, and accountability (Box 22). To contribute to and share development knowledge globally in a decentralized setting, it is introducing global practice groups, starting with the Finance, Private Sector Development, and Trade Network, enabling better alignment of the structure with business priorities.

One of the goals is to facilitate and increase staff time allocations and contributions to other units across the Bank. In the past three years staff participation in activities outside their units has stayed around 4 percent, compared with the desired level of 10 percent. Similarly, to enhance the benefits from decentralization, the Bank aims to use sector and technical staff in more than one country so that they can share their experiences and knowledge effectively. Today more than three-quarters of staff work only on projects located in their duty countries.

The Bank is also supporting its decentralized model by upgrading technology and better connecting country offices. In addition, it is shifting more responsibility to decentralized offices. For example, the share of tasks managed by country offices rose from 40 to 44 percent between fiscal 2008 and 2011. The new Nairobi-based Center for Conflict, Security, and Development will facilitate sharing of global expertise and technical skills across countries.

Operational costs for decentralization increased as the share of operational staff outside Washington increased from 39 to 34 percent between fiscal 2008 and 2010, partly because of the need to provide better security in many countries, particularly those in fragile situations.
**BOX 22: Recent Progress in Modernizing the Organization**

**Matrix.** The global practices pilot by the Financial and Private Sector Development Vice Presidency is under implementation. In addition, management has endorsed a plan to strengthen sector groups that will start being implemented in fiscal 2012. The Global Expert Teams Program, a pilot program to increase the mobility of top talent, was independently evaluated and received management endorsement for continuation over the next two years.

**Decentralization.** The Nairobi Center for Conflict, Security, and Development began operations in July 2011. Supporting systems, including information technology for faster access in country offices, continue to be implemented. The Bank is using a new approach for staff rotations and field assignments to achieve more strategic and predictable staffing decisions. In addition, a global mobility support model is being prepared to better assist staff transitions between assignments.

**Knowledge partnerships.** Programs sponsored by the Knowledge and Learning Council drew extensive internal and external participation through fiscal 2011, with more than 150 applications for the Innovation Fund, more than 170 entries for Apps for Development, and 23 exchange initiatives between developing-country practitioners. Six knowledge platforms to strengthen collaboration with partners and foster co-generation of knowledge were approved and are under way: Green Growth; Jobs; Fragility, Conflict, and Violence; Urbanization; Information and Communication Technology for Open Development; and Food Security and Nutrition.

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**Openness, Transparency, and Accountability.** In 2010 the adoption of a landmark Access to Information Policy positioned the Bank as a more open, transparent, accountable institution. Implementation of the policy has progressed smoothly. The Bank made public 2,682 documents and reports, and nearly 3 million pages have been viewed at the website (http://maps.worldbank.org) since the policy went into effect. The Bank also established a procedure for disclosing otherwise undisclosed documents on request. In fiscal 2011 more than 71 percent of requests were completed in line with new business standards for such requests.

The Access to Information Policy has created an enabling environment for new initiatives and innovation. In addition to the Open Data and Mapping for Results sites, the Bank organized the first-ever Apps for Development competition, challenging software developers around the world to take the Bank’s data, use it creatively, and develop applications that raise awareness about the MDGs. The competition attracted more than 71 percent of requests were completed in line with new business standards for such requests.

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**Processes and Systems**

The Bank continues to modernize its processes and systems to increase flexibility and efficiency. It is streamlining its Operational Manual to create more manageable, user-friendly policies and procedures that facilitate a focus on substance, results, and risk management. In addition, information technology systems are being redesigned to support the modernization and decentralization agendas (Box 23).

**Bank Engagement in Sectors Supporting Post-Crisis Directions**

The Post-Crisis Directions (PCD) paper highlights five priorities—targeting the poor and the vulnerable, creating opportunities for growth, promoting global collective action, strengthening governance, and managing risks and preparing for crisis—that cut across sectors and areas that the Bank is engaged in. These priorities set a broad framework for aligning Bank activities while recognizing that the scope and nature of Bank support to these areas—through lending, knowledge, convening activities, and global partnerships—are ultimately shaped by country demand. Regional strategies developed in fiscal 2011 have used PCD to guide selectivity, aligning it with regional and country priorities and demand.

At the sector level, in four sectors closely linked to PCD priorities—agriculture and related areas, infrastructure, HNP, and education—the Bank’s action plans and strategies define the objectives of its support. At the time of their formulation these strategies anticipated a scale-up in Bank engagement and support based on expected country demand. By the end of fiscal 2011 these expectations were largely being realized.

**Support for Agriculture and Related Sectors**

Under the Agriculture Action Plan for fiscal 2010–12, the Bank Group expected to scale up support for agriculture and related sectors (World Bank and IFC 2009). Bank support increased from an average of $2.9 billion a year in fiscal 2006–07 to $4.1 billion in fiscal 2010 and an estimated $3.6 billion in fiscal 2011.
Recent Progress in Modernizing Processes and Systems

Operational policies and procedures. Simplification of the Bank's Operational Manual will be substantially completed in fiscal 2012. A new Operational Risk Assessment Framework for investment projects is in place and will soon be incorporated into processes for portfolio monitoring and reporting.

Information management and technology. The Bank launched an updated online portal for projects (Ops 2.0) to be used by staff to better track delivery and to incorporate results and risk monitoring into the project management cycle. Moreover, a new Enterprise Search for intranet and extranet and Bank-wide document repository (WBDocs) were released, which together facilitate content search and electronic retention and filing of Bank documents. Over the next year the Bank will further strengthen its information technology capacity to support collaborative environments for knowledge sharing.

Business and budget planning. A new process for business planning was introduced across the Bank's Regional Vice Presidencies in fiscal 2011 to make the process more efficient and to align resources with priorities. The next phase is to expand this approach across all Bank units in 2012. Simultaneously, the Bank is introducing electronic disbursements (e-disbursements) to expedite and facilitate disbursements. Nearly 250 bank-funded projects are already using it.

Human resources. The Bank is developing managerial competencies and conducting talent reviews to ensure effective career planning. The Bank has identified and clarified competencies for more than 100 job streams to enable staff's skill development. A new learning program was introduced for incoming staff, and the Bank is developing a new Operational Core Curriculum for task team leaders throughout the institution in line with the modernization of instruments and services.

Support to Sustainable Infrastructure
During the period covered by the Sustainable Infrastructure Action Plan for fiscal 2009–11, Bank support to improve access to and quality of infrastructure increased dramatically—from an average of $33 billion in fiscal 2004–07 to more than $75 billion in fiscal 2008–11, surpassing earlier projections of $45–53 billion.

Support for Health, Nutrition, and Population
With continued strong demand for Bank financing for HNP activities, Bank lending commitments rose to an estimated $2.9 billion in fiscal 2011. Much of this financing supports country investments to achieve better health systems and improve health outcomes. Health system strengthening accounted for 30 percent of IDA and 65 percent of IBRD support for health.

Support for Education
Since fiscal 2000 the Bank has provided more than $26 billion in support for country programs in the education sector, including more than $13 billion for IDA countries. There are 293 Bank-supported projects totaling $11.8 billion under implementation in 94 countries. In fiscal 2011 Bank commitments for education reached an estimated $1.8 billion, including $1 billion for IDA countries.
The World Bank's results agenda is fully aligned with its business modernization program, and they are progressing in tandem. Over the past two years work on measuring results in Bank operations led to improvements in data quality; the ability to aggregate results data; performance assessments, and reporting mechanisms; and increased use of impact evaluation studies.

Achievements include the expansion of the IDA16 Results Measurement System into a four-tier framework, which laid the foundation for the development of the Corporate Scorecard; the development and use of standardized core sector indicators for education, health, roads, and water supply; their expansion to urban development, ICT, MSMEs; and the preparation and dissemination of more than 450 results briefs. The data and qualitative information from these systems and tools form the foundation of this first World Bank for Results report for the Bank. The Bank is more open as a result of the Access to Information and Open Data initiatives and the mapping of project locations (Mapping for Results) than it has ever been.

In fiscal 2012 the Bank will deepen its work on measuring, managing, openness, and learning for results:

- Following the issuance of the first Corporate Scorecard, management is developing an interactive online scorecard dashboard to give stakeholders easy access to data on the scorecard indicators and to results information. Future versions of this report will be increasingly web-based, providing links to additional sources of information such as sector strategies, development data, and geocasts of project locations. Management is also consolidating Board and management performance reporting to more strategically align with the Corporate Scorecard and to make it more effective. The IDA16 Results Measurement System will also be updated as agreed with IDA Deputies.
- The use of standardized core sector indicators will be expanded to new sectors, and new results briefs will be published. While challenging, the Bank will seek to develop and use more outcome indicators for results supported by r that can be aggregated across activities and countries. It will also continue to develop metrics and data for institutions, governance, knowledge services, gender, private sector development, and food security. This will complement the other indicators being developed for individual knowledge products.
- To capture and measure Bank support to country institutions, management has piloted and will begin using an approach for Country Engagement Assessments, focusing on the qualitative impact of the Bank's engagement and institution-building activities.
- Geocasts of project locations are being expanded to IBRD operations and will be used to increase opportunities for social accountability through stakeholder interaction and feedback.
ANNEX 1: Definitions of the World Bank Corporate Scorecard Indicators

TIER I: DEVELOPMENT CONTEXT

Population below US$1.25 (PPP) a day (%): Percentage of the population living on less than $1.25 a day at 2005 international prices. As a result of revisions in purchasing power parity (PPP) exchange rates, poverty rates for individual countries cannot be compared with poverty rates reported in earlier editions. Average, weighted by the total population (Data Source: World Bank staff calculation using PovcalNet tool. Data are based on primary household survey data obtained from government statistical agencies and World Bank country departments—June 2011).

GDP per capita (constant 2000 US$: Gross domestic product divided by midyear population. GDP is the sum of gross value added by all resident producers in the economy plus any product taxes and minus any subsidies not included in the value of the products. It is calculated without making deductions for depreciation of fabricated assets or for depletion and degradation of natural resources. Data are in constant 2000 U.S. dollars (Data Source: World Bank staff estimates based on data from WDI, World Bank national accounts data, and OECD National Accounts data files—June 2011).

Employment to population ratio (15+, %): Proportion of a country’s population that is employed. Ages 15 and older are generally considered the working-age population. Average, weighted by the population of age 15 and above (Data Source: World Bank staff estimates based on data from WDI, International Labour Organization, Key Indicators of the Labour Market database—June 2011).

Ratio of female to male labor force participation rate (%): Ratio of female labor force participation rate to the male labor force participation rate, multiplied by 100. Labor force participation rate is the proportion of the population ages 15 and older that is economically active; all people who supply labor for the production of goods and services during a specified period, Average, weighted by size of total labor force (Data Source: World Bank staff estimates based on data from WDI, International Labour Organization, Key Indicators of the Labour Market database—June 2011).

State institutions with adequately established/ differentiated power structure (on a scale from 0 to 10): A composite indicator (Bertelsmann Transformation Index) that combines a series and rule of law categories—about 8 indicators are aggregated. Averages for different power structures in the country, while rule of law focuses on the existence of check and balance mechanisms that can monitor state and ensure enforcement of civil rights (Data Source: Bertelsmann staff estimates from Bertelsmann Transformation Index, June 2011).

Effective and accountable government (on a scale from 0 to 7): The Freedom House indicator attempts to capture how resources are managed using the following questions: (1) Are the executive, legislative, and judicial branches of government able to override 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 cliques)? (3) Is the civil service selected, promoted, and dismissed on the basis of open competition and by merit? (4) Is the state engaged in issues reflecting the interests of women, ethnic, religious, and other distinct groups; and disabled people? (Data Source: World Bank staff estimates from Freedom House data, June 2011).

Public access to information (on a scale from 0 to 100): The Global Integrity indicator captures the in law and in practice status of access to information in a country (Data Source: World Bank staff estimates, June 2011).

Under 5 mortality ratio (per 1,000): Probability per 1,000 that a newborn baby will die before reaching age five, if subject to current age-specific mortality rates. Average, weighted by the number of births (Data Source: World Bank staff estimates from WDI, Lever & Trends in Child Mortality Report 2010. Estimates Developed by the UN Inter-agency Group for Child Mortality Estimation (UNICEF, WHO, World Bank, UN DESA, UNPD—June 2011).

Prevalence of HIV, female (% of ages 15–24): Percentage of people who are infected with HIV. Youth rates are as a percent-age of the relevant age group. Average, weighted by the female population of ages 15–24 (Data Source: World Bank staff estimates from WDI, UNAIDS and the WHO’s Report on the Global AIDS Epidemic—June 2011).


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’s ages 0–59 months. The data are based on the WHO’s recent child growth standards released in 2006. Average, weighted by the population of ages 0–4. Based on gap-filled data and may differ from other sources (Data Source: World Bank staff estimates based on data from WDI, World Health Organization, Global Database on Child Growth and Malnutrition—June 2011).

Primary school completion rate (%): Percentage of students completing the last year of primary school. It is calculated by taking the total number of students in the last grade of primary school, minus the number of repeaters in that grade,
Defining Terms

- **Access to improved sanitation (% of population):** Refers to the percentage of the population with at least adequate access to excreta disposal facilities that can effectively prevent human, animal, and insect contact with excreta. Improved facilities range from simple but protected pit latrines to flush toilets with a sewerage connection. To be effective, facilities must be correctly constructed and properly maintained. Average, weighted by the total population (Data Source: World Bank staff estimates WDI: World Health Organization and United Nations Children’s Fund, Joint Measurement Programme (http://www.wssinfo.org)—June 2011).

- **Household electrification rate (% of households):** Defined as the percentage of households with an electricity connection and measured using household surveys (e.g., Demographic and Health Surveys, Living Standard Measurement Surveys). Household surveys provide better measurement than the data provided by national power utilities. In addition, utilities employ different definitions of electrification making it difficult for accurate cross-country comparison. Average, weighted by the total population. Based on gap-filled data and may differ from other sources (Data Source: World Bank staff estimates based on data from household surveys—June 2011).

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

- **Cereal yield (kg per hectare):** Measured as kilograms per hectare of harvested land, includes wheat, rice, maize, barley, oats, rye, millet, sorghum, buckwheat, and mixed grains. Production data on cereals relate to crops harvested for dry grain only. Cereal crops harvested for hay or harvested green for food, feed, or silage and those used for grazing are excluded. Averaged, weighted by land under cereal production (Data Source: World Bank staff estimates from WDI; Food and Agriculture Organization, electronic files and web site—June 2011).

- **Agriculture value added per worker (constant 2000 US $):** A measure of agricultural productivity. Value added in agriculture measures the output of the agricultural sector (ISIC divisions 1–5) less the value of intermediate inputs. Agriculture comprises value added from forestry, hunting, and fishing as well as cultivation of crops and livestock production. Data are in constant 2000 U.S. dollars. Average, weighted by the economically active population in agriculture (Data Source: World Bank staff estimates from WDI, derived from World Bank national accounts files and Food and Agriculture Organization, Production Yearbook and data files—June 2011).

- **CO₂ emissions (metric tons per capita):** Carbon dioxide emissions are those stemming from the burning of fossil fuels and the manufacture of cement. They include carbon dioxide produced during consumption of solid, liquid, and gas fuels and gas flaring. Average, weighted by the total population (Data Source: Carbon Dioxide Information Analysis Center, Environmental Sciences Division, Oak Ridge National Laboratory).
DEFINITIONS

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

Average annual deforestation (% of total surface area): Permanent conversion of natural forest area to other uses, including agriculture, ranching, settlements, and infrastructure. Deforested areas do not include areas clogged but intended for regeneration or areas degraded by fuel-wood gathering, acid precipitation, or forest fires. Average, weighted by forest area (Data Source: World Bank staff estimates based on data from WDI, Food and Agriculture Organization, electronic files and website—June 2011).

Trade logistics performance index (Overall, 1=low to 5=high): Logistics Performance Index overall score reflects perceptions of a country’s logistics based on efficiency of customs clearance process, quality of trade- and transport-related infrastructure, ease of arranging competitively priced shipments, quality of logistics services, ability to track and trace consignments, and frequency with which shipments reach the consignee within the scheduled time. The index ranges from 1 to 5, with a higher score representing better performance. Simple average (Data Source: World Bank staff estimates from WDI, World Bank and Turku School of Economics, Logistic Performance Index Surveys. Data are available online at http://www.worldbank.org/lpi. Summary results are published in Arvis and others’ Connecting to Compete: Trade Logistics in the Global Economy, The Logistics Performance Index and Its Indicators report—June 2011).

Trade diversification (Herfindhal Index): The index is a raw-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, shares in total export of 220 potential partners for each destination is used (Data Source: World Bank Staff estimates; Comtrade data is used through the WITS platform—June 2011).

Time required for business start-up (average number of days): Number of calendar days needed to complete the procedures to legally operate a business. If a procedure can be speeded up at additional cost, the fastest procedure, independent of cost, is chosen. Simple average (Data Source: WDI: World Bank, Doing Business project (http://www.doingbusiness.org)—June 2011)

TIER II: COUNTRY RESULTS SUPPORTED BY THE BANK

Countries with Bank supported programs (number): Number of countries supported through IBRD/IDA operations on public expenditure and financial management; procurement, and transparency and access to information (Data Source: World Bank staff estimates from operations approved in fiscal years 2000–2010, last 5 fiscal years—August 2010).

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

Countries with Bank-supported learning assessments (number): Number of countries with Bank-supported learning assessments. (Data Source: World Bank staff estimates based on operations approved in fiscal years 2008–2010—August 2010).

People with access to a basic package of health services (number, million): Number of people with access to a basic package of health, nutrition or population services supported through Bank-financed projects (Data Source: World Bank staff estimates based on 2000–2010 data, last 3 years aggregate estimate—August 2010).

Children immunized (number, million): Number of children under five receiving vaccines purchased with Bank financing or other resources that are distributed through a Bank-supported program. Included are any of the recommended vaccines, as individual vaccines if purchased or administered separately or as a combination vaccination when several vaccines have been combined (Data Source: World Bank staff estimates based on 2000–2010 data, last 3 years aggregate estimate—August 2010).

Pregnant women receiving antenatal care during visit to a health provider (number, million): Number of pregnant women receiving antenatal care during a visit to a skilled health provider as a result of Bank-financed programs (Data Source: World Bank staff estimates based on operations closed between 2000–2010 data, last 3 years aggregate estimate—August 2010).

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

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

Roads constructed or rehabilitated (km): Number of kilometers of all roads constructed, reconstructed, to motorized traffic, rehabilitated, or upgraded under Bank-supported programs (Data Source: World Bank staff estimates based on 2000–2010 data, last 3 years aggregate—August 2010).

People provided with access to “Improved Water Sources” (number, million): Number of people who...
benefitted from improved water supply services (following the UNICEF-WHO Joint Monitoring Program definition) that have been constructed under Bank-supported programs (Data Source: World Bank staff estimates based on 2000–2010 data, last 3 years aggregate—August 2010).

People with access to "Improved Sanitation" (number, million): Number of people who benefitted from improved sanitation facilities constructed under Bank-supported programs (Data Source: World Bank staff estimates based on 2000–2010 data, last 3 years aggregate—August 2010).

Transmission and distribution lines constructed or rehabilitated (km): Kilometers of transmission and distribution lines constructed or rehabilitated under Bank-supported programs (Data Source: World Bank staff estimates based on 2000–2010 data, last 3 years aggregate—August 2010).

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

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

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

Farmers adopting improved agricultural technology (number): Number of farmers adopting improved agricultural technology, where the term technology includes a change in practices compared to currently used practices or technologies (seed preparation, planting time, feeding schedule, feeding ingredients, post-harvest, storage, processing, etc.). If the project introduced or promotes a technology package in which the benefit depends on the application of the entire package (e.g., a combination of inputs such as a new variety and advice on agronomic practices such as soil preparation, changes in seeding time, fertilizer schedule, plant protection, etc.)—this will count as one technology (data to be reported in FY12).

Amount of emission reduction generated with support of special climate finance instruments (number, million): Number of countries supported on natural disaster management and response under Bank projects. (Data Source: World Bank staff estimates based on operations closed between FY08–10, last 3 years aggregate—August 2010).

Active microfinance loan accounts (number, million): Active microfinance loan accounts of financial institutions supported by the Bank (Data Source: World Bank staff estimates based on 2000–2010 average—June 2011).

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

TIER III: DEVELOPMENT OUTCOMES AND OPERATIONAL EFFECTIVENESS

Satisfactory CAS/CPS Completion (IEG ratings, %): Percentage of Country Assistance Strategy and/or Country Partnership Strategy Completion Reports (CASC/CR) rated moderately satisfactory, satisfactory or highly satisfactory by Independent Evaluation Group (IEG) (Data Source: World Bank data system, last four year period—June 2011). Status: Performance standard: 70

Satisfactory operations outcomes at completion (IEG ratings, %): Percentage of projects at Exit rated moderately satisfactory, satisfactory, or highly satisfactory on achievement of outcomes by Independent Evaluation Group (IEG) for IBRD Countries, IDA Countries, and in Fragile Situations—list of countries in Fragile Situation changes every year and includes both IDA and IBRD (Data Source: World Bank data system—June 2011). Status: Overall improvement required, IBRD and IDA ratings are slightly below performance standards.


Quality of design for investment operations (% moderately satisfactory or better): Percentage of projects in sample rated moderately satisfactory, satisfactory or highly satisfactory on quality of design (Data Source: World Bank review of Quality Assessment of Lending Portfolio 2011). Status: Performance standard: 90

Quality of implementation support for investment operations (% moderately satisfactory or better): Percentage of projects in sample rated moderately satisfactory, satisfactory or highly satisfactory on quality of supervision (Data Source: World Bank review of Quality Assessment of Lending Portfolio 2011). Status: Performance standard: 50

Satisfactory implementation of active operations (%): Percentage of active operations rated satisfactory or better on implementation progress and likelihood of achieving development objectives. Operations include: IBRD, IDA,
**DEFINITIONS**

Global Environment Facility (GEF), Special Financing (SF) and Montreal Protocol (MVT)  
Status: **6** Trend is stable and candor is encouraged in rating progress.

**Gross disbursements** (IBRD/IDA, US$ billion): Dollar value of the amount of the loan, credit or grant transferred to a client during the accounting period funded from IBRD/IDA sources (Data Source: World Bank data system—June 2011).  
Status: **5** Disbursements in line with projections.

**Recipient Executed Trust Fund disbursements** (US$ billion): Dollar value of payments made from a trust fund account to eligible recipients, not including transfers from one trust fund to another (Data Source: World Bank data system—June 2011).  
Status: **3** Stable trend.

| Projects with indicators capturing all aspects of development objectives (IL IBRD/IDA) (%): Self-explanatory (Data Source: World Bank Staff estimates—annual reviews, August 2010). |
| Project with gender-informed design ( ): Percentage of IBRD/IDA investment Lending/Approvals with gender-informed design. The World Bank measures four dimensions of a gender-informed design in a project including the extent a project has "analyzed" the gender related challenges; identified "actions"; provided financing for "empowerment"; and included "monitoring and evaluation" (Data Source: World Bank Staff estimates based on reviews, June 2011). |

| Proportion of CAS/CP/GE drawing on and discussing gender assessment findings (%): Percentage of Country Assistance Strategies and/or Country Partnership Strategies that analyze gender issues and propose subsequent actions in at least one sector or provides explanations as to why actions is not needed (Data Source: World Bank Staff estimates based on reviews, June 2011). |
| Use of country systems for Procurement (% of aid disbursed for government sector): Percentage of aid flows that use partner country procurement systems which either (a) adhere to broadly accepted good practices or (b) have a reform program in place to achieve these (Data Source: Paris Declaration survey). |

**Use of country systems for Management** (% of aid disbursed for government sector): Percentage of aid flows that use public financial management (PFM) systems in partner countries which either (a) adhere to broadly accepted good practices or (b) have a reform program in place to achieve these (Data Source: Paris Declaration survey).  
Status: **6** Increased use of country monitoring systems, including third-party monitoring.

**Use of country Monitoring and Evaluation systems** (%): Indicator reports on the number of investment lending operations that use existing country routine information system including surveys to report data (Data Source: World Bank Staff estimates, annual reviews, August 2010).  
Status: **6** 

| Collaborative Analytical and Advisory Activity ( ): Percentage of country analytical work (CAW), including diagnostic reviews that are joint. To be considered coordinated, analytical work must be undertaken jointly with another donor, undertaken by one donor on behalf of another or undertaken with substantive involvement from the government (Source: Paris Declaration survey). |

**World Bank publications including research cited in professional journals (number)**:  
Self-explanatory (Data Source: SCOPUS since 1965, SSCI/WoS since 1982, and GS. Cumulative value since start date of database in question [the 3 databases have different start dates and different coverage]. Analysis presented in "The World Bank's Publication Record", Martin Ravallion and Adam Wagstaff, policy research working paper No. 5334, 2010).  
Status: **5** Performance standard 55.

**World Bank publications including research cited in professional journals (number)**:  
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Status: **5** Performance standard 55.

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Status: **5** Performance standard 55.
TIER IV: ORGANIZATIONAL EFFECTIVENESS AND MODERNIZATION

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

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

Lending commitments (IBRD/IDA, US$ billion): Dollar value of the sum approved by the Board to be extended to the client in loan, credit or grant terms from IBRD/IDA sources (Data Source: World Bank data system, June 2011).

Lending commitments responsive to client demand during and subsequent to crises in line with projections.

Financial intermediary funds managed (Volume, US$ billion): Funds held in Trust for Financial Intermediary Funds (BETF) as a percentage of the funds provided from a trust fund to an external recipient that in majority of cases carry no repayment obligation when utilized for the agreed activities (Data Source: World Bank data system, June 2011).

Recipient Executed Trust Fund commitments (Volume, US$ billion): Dollar value of the funds provided from a trust fund to an external recipient that in majority of cases carry no repayment obligation when utilized for the agreed activities (Data Source: World Bank data system, June 2011).

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

Share of knowledge services funded by trust funds (%): Ratio of core knowledge products associated with Bank Executed Trust Fund (BETF) as a percentage of total core knowledge products (Bank Budget + BETF), where core knowledge includes: (1) Knowledge for clients (Economic & Sector work, Impact Evaluation, Non-lending TA and External Training), (2) Knowledge as a public good (Research Services, Global Monitoring and Data and WDR) and (3) Knowledge for internal use (Knowledge Management, and New Product Development) (Data Source: World Bank staff estimates, June 2011).

Status: Positive trend while absorbing decentralization costs.

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

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

Staff Diversity index: A weighted composite index made up of four institutional diversity indicators (SSA/CR, O/F/G Women, Part II Managers, and Female Managers) measuring their aggregate difference from the target, which is 1. It is calculated by adding the ratio of each indicator to the target (1 if above target) with 0.4 factor for SSA/CR (to convey the relative difficulty historically of identifying qualified candidates) and 0.2 factor for the other three indicators (Data Source: World Bank staff estimates, June 2011).

Status: Performance standard: 1.0G

Staff Mobility index: A measure of organizational agility and knowledge transfer. Equally weighted between staff change in location and staff change in PMU in a given quarter. Only for World Bank net open and term staff (Data Source: World Bank staff estimates, HR, June 2011).

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

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

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

Lending for program results (number): Number of IBRD/IDA operations supporting programs using results-focused approaches. Data to be reported from FY12-13.

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

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

Sectors with core indicators for both IDA and IBRD

<table>
<thead>
<tr>
<th>Number of sectors with core indicators for both IDA and IBRD</th>
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<td>(Data Source: World Bank data system, June 2011)</td>
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**Status:** Performance standard: 7

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

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

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

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

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

**Status:** Performance standard: 5

**PCD-RELATED SECTOR ACTIONS**

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

**Support to sustainable infrastructure (US$ billion):** Lending commitments of last 4 years (FY08-FY11), including IBRD, IDA, Trust Funds, and Special Finance (Data Source: World Bank data system, July 2011 and Sustainable Infrastructure Action Plan FY2006-2011, World Bank Group, July 2008).

**Support to health, nutrition and population (Average US$ billion per year):** Lending commitments of FY11, IBRD/IDA only (Data Source: World Bank data system, July 2011).

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

1. The First Quality Assessment of the Lending Portfolio, conducted in fiscal 2009, reviewed 135 investment projects, mostly approved between fiscal 2003 and 2006, at the midpoint of their implementation. The second such review, in fiscal 2011, assessed 145 investment projects, mostly approved between fiscal 2005 and 2008, at the midpoint of their implementation.

2. The disbursement ratio is the ratio of disbursements during the fiscal year to the undisbursed balance at the beginning of the fiscal year. The ratio is used for investment operations that are implemented and disbursed over several (four to seven) years.

3. The Bank’s analytic and advisory activities are part of its broader knowledge and convening services, which include knowledge for clients (ESW, impact evaluation, nonlending TA, training and capacity building), knowledge as a public good (research services, global monitoring and data, the World Development Report), and knowledge for internal use (knowledge management, new product development). In fiscal 2010 spending on knowledge services was $695 million, $347 million of which funded ESW and TA for clients. This report does not discuss knowledge activities for internal Bank use, and instead focuses on analytic and advisory activities for external clients.

References


4. Data from the 2011 Survey on Monitoring the Paris Declaration were not available when this report was prepared.

5. The 2011 Survey on Monitoring the Paris Declaration is being finalized, and the OECD’s Development Assistance Committee is preparing a report, Progress Since Paris, for the Fourth High-Level Forum on Aid Effectiveness in Busan, Republic of Korea, in late 2011.

6. The Paris Declaration says: “Using a country’s own institutions and systems, where these provide assurance that aid will be used for agreed purposes, increases aid effectiveness by strengthening the partner country’s sustainable capacity to develop, implement and account for its policies to its citizens and parliament.”

7. Data for 2010, based on the 2011 Survey on Monitoring the Paris Declaration, were not available for this report.

8. RETFs are often structured to allow multiple donors to pool their funds to support countries—such as Afghanistan and South Sudan—emerging from conflict, achieving independence, and other fragile situations. This approach enables donors to jointly support programs using the Bank as the delivery platform.
World Bank Results at a Glance iPhone App
World Bank Results at a Glance is a free app that highlights 450+ World Bank result profiles across more than 85 countries over the last decade. For more information, go to bit.ly/wbresultsapp.