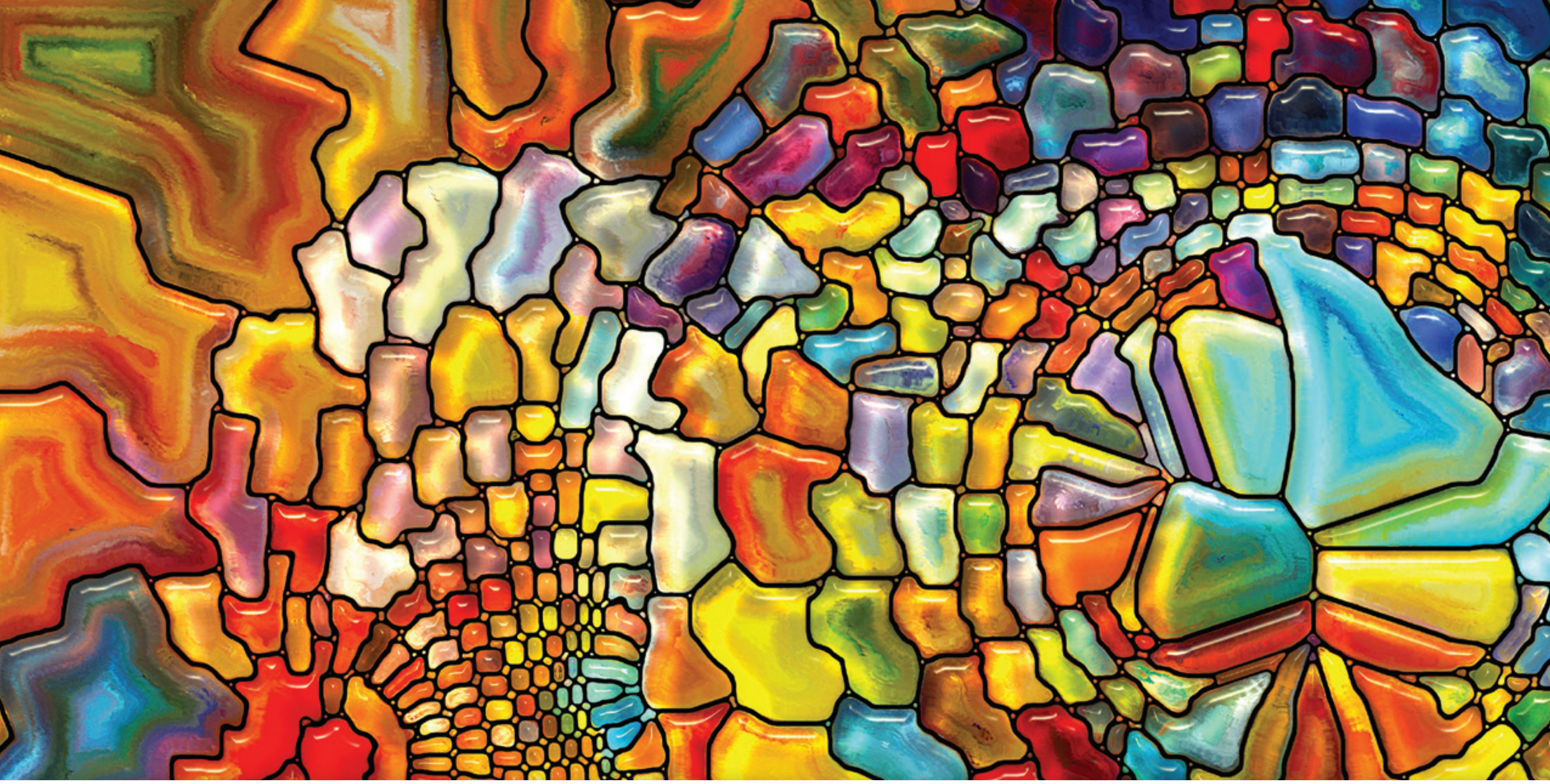

VOLUME II
APPENDIXES

Results and Performance of the World Bank Group 2014

AN INDEPENDENT EVALUATION

IEG
Independent Evaluation Group
WORLD BANK GROUP
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WHAT WORKS

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Appendixes

February 11, 2015

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Abbreviations

AAA	analytical and advisory activities
CAS	Country Assistance Strategy
CPE	Country Program Evaluation
CPS	Country Partnership Strategy
DO	development outcome
DPL	development policy lending
EEO	Expanding Economic Opportunity
EFA-FTI	Education for All – Fast Track Initiative
ESSD	Ensuring Environmentally and Socially Sustainable Development
FCS	fragile and conflict-affected states
FIF	financial intermediary funds
FTI	Fast Track Initiative
FY	fiscal year
GEF	Global Environment Facility
HD	Human Development
HIPC	heavily indebted poor country
HNP	Health, Nutrition, and Population
IBRD	International Bank for Reconstruction and Development
ICRR	Implementation Completion Report Review
IDA	International Development Association
IDG	International Development Goal
IEG	Independent Evaluation Group
IFC	International Finance Corporation
IL	investment lending
LIC	low-income country
M&E	monitoring and evaluation
MCH	maternal and child health
MDGs	Millennium Development Goals
MIC	middle-income country
MIGA	Multilateral Investment Guarantee Agency
MS	moderately satisfactory
NLTA	nonlending technical assistance
OECD	Organisation for Economic Co-operation and Development
PPAR	Project Performance Assessment Report
PRS	Poverty Reduction Strategy
PRSP	Poverty Reduction Strategy Paper
RAP	Results and Performance
RETF	Recipient-Executed Trust Fund

SDGs	Sustainable Development Goals
UNDP	United Nations Development Programme
WSS	water supply and sanitation
TA	technical assistance

All dollar amounts are in U.S. dollars unless otherwise indicated.

Appendix A
Origins and Evolution of the Millennium Development Goals

1. 1990 was a turning point for development. Publication of the World Bank's *World Development Report 1990: Poverty,* and the United Nations Development Programme's (UNDP's) first *Human Development Report 1990* returned poverty reduction to the top of the development agenda and provided a new framework for broad-based policy discussions. In the following years, many goals were formulated at United Nations (UN) summits addressing subjects important to development: education (1990), children (1990), the environment (1992), human rights (1993), population (1994), social development (1995), and women (1995). Through the summits, a number of targets were identified to measure the progress of development.

2. In 1995, amid declining international aid flows, the Organisation for Economic Co-operation and Development (OECD) countries agreed to review the future of development assistance. The seven International Development Goals (IDGs) were endorsed as a result (OECD 1996). Pulling the various declarations at UN summits into a coherent framework, the IDGs set precise and measurable targets to be achieved by 2015 for income poverty, social development, and environmental sustainability.

3. The Millennium Declaration was approved in 2000 at the UN Millennium Summit; the next year, eight Millennium Development Goals (MDGs) with 18 targets and 48 indicators were formally adopted (UN 2001). Despite the adjustments required to achieve broad consensus, close similarities existed between the IDGs and the MDG targets (Table A.1). In 2002 the international development community endorsed the MDGs and officially began implementation (UN 2002). The final set of goals, targets, and indicators were established in 2008, when four new MDG targets were added.

4. After the 2010 MDG Summit, work toward a successor framework to the MDGs started on two tracks. In May 2013 the High-level Panel of Eminent Persons on the post-2015 development agenda delivered its report, which recommended five transformative shifts and 12 universal goals that embrace concepts of environmental, social, and economic sustainability (UN 2013). In July 2014 the UN General Assembly's Open Working Group proposed 17 Sustainable Development Goals (SDGs) and 169 targets. The final SDGs will be adopted in September 2015.

APPENDIX A
WORLD BANK EVALUATION FRAMEWORKS

Table A.1. International Development Goals and Millennium Development Goals

International Development Goals	Millennium Development Goals
Economic well-being	**MDG1: Eradicate extreme poverty**
Reduce the proportion of people living in extreme poverty by half between 1990 and 2015	Target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than $1.25 a day
	Target 1.B: Achieve full and productive employment and decent work for all, including women and young people
	Target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from hunger
Social development	**MDG2: Achieve universal primary education**
Enroll all children in primary school by 2015	Target 2.A: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling
	MDG3: Promote gender equality and empower women
Make progress toward gender equality and empowering women by eliminating gender disparities in primary and secondary education by 2005	Target 3.A: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015
	MDG4: Reduce child mortality
Reduce infant mortality and child mortality by two-thirds between 1990 and 2015	Target 4.A: Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate
	MDG5: Improve maternal health
Reduce maternal mortality rates by two-thirds between 1990 and 2015	Target 5.A: Reduce by three-quarters, between 1990 and 2015, the maternal mortality ratio
Provide access for all who need reproductive health services by 2015	Target 5.B: Achieve, by 2015, universal access to reproductive health
	MDG6: Combat HIV/AIDS, malaria, and other diseases
	Target 6.A: Have halted by 2015 and begun to reverse the spread of HIV/AIDS
	Target 6.B: Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it
	Target 6.C: Have halted by 2015 and begun to reverse the incidence of malaria and other major diseases
Environmental sustainability and regeneration	**MDG7: Ensure environmental sustainability**
Implement national strategies for sustainable development by 2005 so as to reverse the loss of environmental resources by 2015	Target 7.A: Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources
	Target 7.B: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss
	Target 7.C: Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation
	MDG8: Develop a global partnershp for development
	Target 8.A: Develop further an open, rule-based, predictable, nondiscriminatory trading and financial system
	Target 8.B: Address the special needs of least-developed countries
	Target 8.C: Address the special needs of landlocked developing countries and small island developing states
	Target 8.D: Deal comprehensively with the debt problems of developing countries
	Target 8.E: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries
	Target 8.F: In cooperation with the private sector, make available benefits of new technologies, especially information and communications

Sources: OECD 1996; UN 2001.

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Appendix B
World Bank Group Corporate and Institutional Response to the Millennium Development Goals

1. The three World Bank Group institutions responded to the Millennium Development Goals (MDGs) in various ways, reflecting their operating models and their assessments of the opportunities offered by the MDGs.

Corporate Strategies

2. The World Bank's strategies during the 1990s incorporated the themes embodied in the Millennium Development Goals (MDGs). The 1990 Poverty Reduction Strategy had three elements: broad-based growth; improved access to education, health, and social services; and well-targeted transfers and safety nets (IEG 2000). The 1997 Strategic Compact refocused the development agenda by giving increased attention to social and environmental sustainability issues, financial system reform, and strengthening partnerships (World Bank 1997). The Bank introduced the Comprehensive Development Framework (CDF), which took a holistic approach to development and sought better balance in social, structural, human, governance, environmental, economic, and financial development (World Bank 1999). The Bank's 2000 Strategic Directions Paper articulated the Bank's poverty reduction strategy, which focused on private sector–led growth and social/human development (World Bank 2004).

3. The 1999 Bank-Fund Poverty Reduction Strategy (PRS) Initiative introduced the Poverty Reduction Strategy Paper (PRSP), which would become an important MDG instrument (OED 2004). Low-income borrower countries were required to complete a Poverty Reduction Strategy Paper for continued access to Bank and Fund concessional lending, and to the Heavily Indebted Poor Country (HIPC) Initiative debt relief established in 1996. The original HIPC objectives were later expanded to specifically target the freed resources to social spending (OED 2003). PRSPs were also meant to be the framework for assistance from external partners. The PRS process began orienting stakeholders toward a results focus, leading to various initiatives to improve country systems for collecting data and tracking country-specific indicators.

4. The Bank viewed the MDGs as part of its broader development agenda. The Bank's approach to supporting the MDGs was to implement its two pillar strategy by strengthening the country focus, utilizing the CDF approach, and applying the selectivity framework. The MDGs provided a results-based framework for assessing

development impact, and a context for coordination among donors and for engagement with countries. The 2001 Strategic Framework identified two key pillars underpinning the institutional priorities: (i) building the climate for investments, jobs, and sustainable growth; and (ii) empowering poor people to participate in development and investing in them (World Bank 2001b). The strategy stressed the importance of broad-based economic growth, and noted that achieving the MDGs in education, health, gender equality, and environment was linked to other sectors such as infrastructure. The CDG and the PRSP underpinned the UN and the World Bank's common approach to MDG implementation (box B.1).

Box B.1. United Nations and the World Bank: A Common Approach to MDG Implementation

The Bank and the UN viewed the Comprehensive Development Framework (CDF) and the Poverty Reduction Strategy Paper (PRSP) as keys to translating the MDGs into an operational framework at the national level. One of goals of the UN MDG implementation road map was "to support national poverty reduction strategies through the comprehensive development framework and the poverty reduction strategy paper processes." The PRSPs provided the bridge between the annual budgets and long-term goals such as the MDGs, and the CDF principles were to be embodied in the preparation of the PRSPs to ensure country ownership and results orientation. In 2003 the Bank and United Nations Development Programme sent a joint letter to Bank country directors and UN resident coordinators stating that "the primary strategic and implementation vehicle for reaching the MDGs will be the poverty reduction strategy paper (PRSP)."

Sources: UN 2001; Zhang and Brown 2003.

5. The Bank recognized the need to scale up activities to meet the immense challenge of achieving the MDGs. The 2003 Strategy Update Paper for fiscal year (FY)04–06 noted that increasing the impact of the Bank's work required effective partnership with developing countries and the international development community (World Bank 2003). In response to the Development Committee's request,[1] the Bank and IMF submitted the 2003 report *Progress Report and Critical Steps in Scaling Up: Education for All, Health, HIV/AIDS, Water and Sanitation* focusing on education, health, HIV/AIDS, and water and sanitation (World Bank and IMF 2003).[2] The main message of the report was that many of the poorest countries would not reach the MDGs unless all development partners acted without delay.

6. The 2007 Strategic Directions Paper *Emerging Strategic Directions and Resource Implications*[3] concluded that the 2001 Strategic Framework brought greater consistency between the Bank's twin pillar approach and the MDGs, but the framework needed to evolve to reflect lessons learned and new knowledge on development effectiveness generated during the past six years (World Bank 2007a).[4] The paper allocated additional resources to priority areas.[5] The 2007 Long-Term Strategic Exercise for the World Bank

Group recommended adding two more perspectives to the two-pillar structure: (i) institutions and governance processes; and (ii) the implications of key global public goods, including environmental sustainability.

7. With 2015 approaching and several MDG targets lagging, the Bank sought to increase its MDG efforts. The 2010 Post-Crisis Directions paper recommended identifying innovative and targeted approaches to break through barriers that hampered progress in achieving MDG targets in several countries, especially in Sub-Saharan Africa (World Bank 2010a). A background paper for the 2010 UN MDG Summit[6] made specific recommendations: increase the focus on managing for results, enhance the menu of lending instruments, scale up support for agriculture and related sectors, increase International Development Association (IDA) resources for basic education, sustain the higher levels of infrastructure funding that were achieved, and expand Bank analytic work, including building solid evidence on what works through impact evaluation (World Bank 2010b). The paper stressed the importance of IDA and the need for a strong IDA16 replenishment.

8. At the World Bank Group's 2013 Spring Meetings, the Development Committee endorsed two goals to guide World Bank Group activities: to end extreme poverty and reduce the percentage of people living on less than $1.25 a day to 3 percent by 2030, and to promote shared prosperity by fostering income growth for the bottom 40 percent of the population in every country. The strategy paper noted that the two goals and the partnership needed to achieve them were well aligned with the international community's efforts to reach the MDGs and establish an ambitious post-2015 agenda.[7]

9. International Finance Corporation (IFC) corporate strategies did not target the MDGs, although IFC investments in infrastructure supported the water and sanitation MDG targets. IFC's strategy since 2000 included supporting high-impact sectors such as health and education. The water and sanitation sector was added this list in 2012[8] in recognition of its importance as a cross-cutting item. The more recent IFC strategy papers have sections on World Bank–IFC collaboration.

ORGANIZATIONAL EFFECTIVENESS

10. In 1997 the Bank introduced reforms to increase its ability to help translate the global MDGs into national programs. The reforms included a new set of organizational arrangements, increased decentralization, and matrix management; these were accompanied by the Strategic Compact with the Bank's shareholders, who approved an incremental $250 million for organizational renewal for 30 months. A new system of performance indicators for client responsiveness and drivers of project outcomes was introduced with baselines and time-bound targets. The organizational reforms,

combined with application of the selectivity framework (box B.2), were expected to improve the Bank's effectiveness.

Box B.2. The Bank's Selectivity Framework

Enhancing the Bank's effectiveness implies an increased focus on those areas in which the Bank can have maximum impact; this requires making explicit trade-offs. The Bank developed a selectivity framework to help management and staff select focus areas for Bank activities.

2001 Strategic Directions Paper

- *Within Countries*. Programs will reflect client priorities, use of Comprehensive Development Framework principles, and strategic partnership among stakeholders
- *Across Countries*. Key criteria are income, poverty, and performance. In poor performers, focus will be on nonlending services to support development of good policies
- *Global*. Criteria will be comparative advantage, strategic relevance, and expected benefits.

2010 Post Crisis Directions Paper

- *At the Global Level*. Criteria will include: clear linkage to core institutional objectives and country operational work; proven leveraging and catalytic effect; clear understanding of resources required and potential risks involved
- *At the Sector Level*. Specific roles and focus within a sector are made by considering best practices and the World Bank Group's comparative advantage
- *At the Country Level*. Selectivity to be built around Poverty Reduction Strategy Papersfor IDA countries; principles for trade-offs are: a long-term vision and strategy; clear country ownership of development goals and actions; strategic partnership among stakeholders; and accountability for results.

Both papers stated World Bank Group will step back where other institutions have a clear comparative advantage, and will encourage and support leadership roles for partner organizations.

Sources: World Bank 2001a, 2010a.

11. During FY02–14 the Bank introduced new products and approaches to improve service delivery and development impact. The Poverty Reduction Support Credit was introduced in 2001 to support country poverty reduction programs. Programmatic approaches were used to take into account the long-term nature of development issues and to improve predictability of financing poverty reduction programs. Results-based country strategies were mainstreamed in 2005. The sectorwide approach incorporated many of the principles of harmonization and alignment later endorsed by the Paris Declaration on Aid Effectiveness. Results-based financing is now widely used in many

sectors. The Program for Results instrument recently developed by Operations Policy and Country Services links financing to predetermined, staged results.

12. The World Bank Group is implementing initiatives to improve its results orientation. The Bank's initiatives refining the IDA Results Management System, launching the corporate scorecard, expanding the core sector indicators, and introducing the Development Impact Evaluation initiative. In 2010 IFC developed the IFC Development Goals which are corporate-level targets for reach, access and other tangible development outcomes designed to measure client's increased contribution in priority areas because of IFC support. The IDGs are inspired by the MDGs, and are intended to drive implementation of IFC strategy and influence operational decision making, with greater attention to development results.

13. The Bank results monitoring systems and results frameworks increasingly used MDG indicators. In 2004 the IDA Results Management System incorporated MDG indicators in Tier 1 (country results). Since 2011, the Corporate Scorecard included MDGs in their tier 1 indicators, though only the water supply and sanitation MDG indicators were in Tier 2 (country results supported by Bank activities). However, the Bank did not have a clearly articulated results chain for MDGs or a systematic process for assessing or evaluating its contribution to MDGs.

14. In 2013 the President's Special Envoy on Millennium Development Goals was created to accelerate progress toward achieving the MDGs; provide coordinated input into the UN-led post-2015 development agenda; support countries in building and strengthening their statistical capacity for monitoring progress, guiding policy, and conducting analysis on the MDGs; and identify sustained financing of the MDGs and the post-2015 agenda.

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[1] The Development Committee sought to regularly review the progress toward the MDG goals. In its communique of September 28, 2002, the Committee requested a progress report on the implementation of the Education for All-Fast Track Initiative, and urged the Bank to scale up activities in the areas of HIV/AIDS/communicable diseases and water and sanitation.

[2] The progress report called activities in these areas "service delivery MDGs" where service delivery was an important instrument.

[3] The paper was part of a process in the FY07 budget cycle that responded to the Board's desire to deepen its engagement in the strategy and planning process.

[4] The paper cited *World Development Report 2004: Making Services for the Poor* and *World Development Report 2005: A Better Investment Climate for Everyone* as providing important analysis of the twin pillar approach.

[5] The priority areas were: Sub-Saharan Africa; middle-income countries; fragile and conflict-affected states; Infrastructure; Clean Energy; Agriculture, Rural Development, and Natural Resource Management; Education and Health; Financial and Private Sector Development; Gender; Governance, and Anti-Corruption.

[6] The United Nations Millennium Summit was held in New York on September 20–22, 2010.

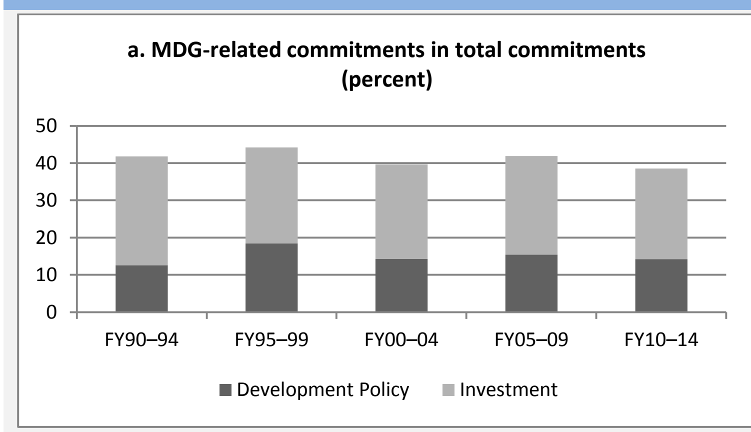
[7] The World Bank Group is an active participant in setting a collective post-2015 agenda.

[8] *IFC Road Map FY13–15: Creating Innovative Solutions in Challenging Times* included water in this focus area to recognize the importance of water as a cross-cutting theme.

Appendix C
World Bank Group Activities to Support the Millenium Development Goals

1. The distribution of the World Bank's Millenium Development Goal (MDG) and non-MDG activities was consistent with the Bank's agenda as articulated in various strategies, particularly the 2001 Strategic Directions Paper. The share of MDG-related c commitments[1] to total Bank commitments was about 40 percent during the period from fiscal year (FY)90–14 (figure C.1). This reflected the Bank's increased attention to the MDG themes during the 1990s: the share of Bank lending to the social sectors increased from 5 percent in the early 1980s to 20 percent in the late 1990s (IEG 2000); gender and environment were mainstreamed into Bank operations; and there was increased focus on policies promoting financial system strengthening, regulatory reform, competitiveness, and trade. Even so, with total Bank commitments increasing during FY02–14, MDG-related commitments grew despite a constant share in total commitments before and after the Millennium Declaration.

Figure C.1. MDG-Related Bank Commitments and Composition



b. Composition of MDG-related commitments (percent)

	FY90–01	FY02–14
MDG 1	9	7
MDG 2	5	10
MDG 3	7	11
MDG 4	1	2
MDG 5	1	1
MDG 6	1	3
MDG 7	31	27
MDG 8	45	38
Total	100	100

Source: Business Warehouse.
Notes: MDG-related commitments are determined using Operations Policy and Country Services classification, which maps the Bank's theme codes to specific MDGs. Therefore, the accuracy of the data reported here depends on the quality of Bank projects coding. MDG = Millennium Development Goal.

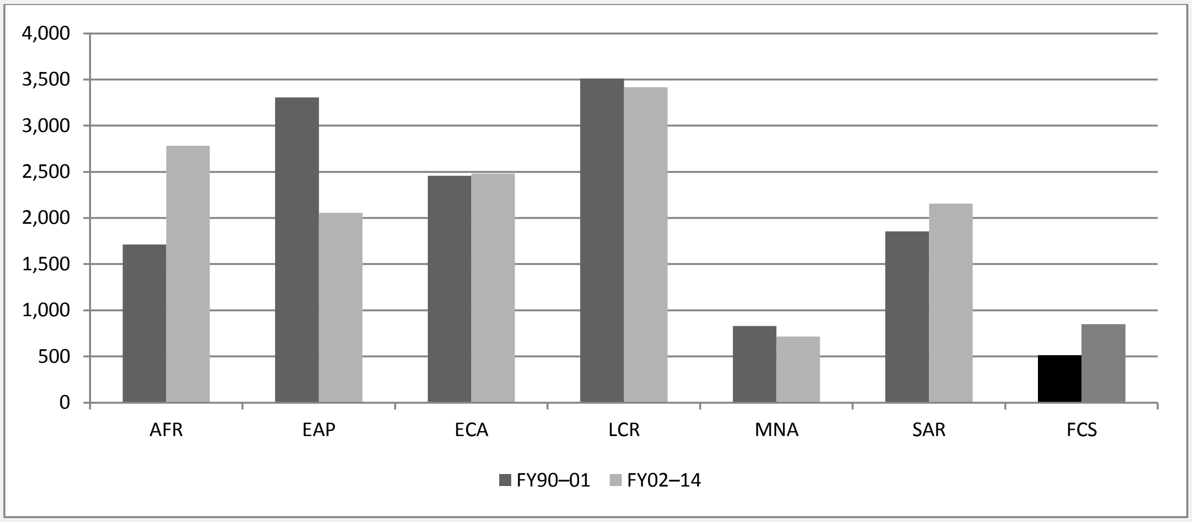
2. There were changes in the relative shares of respective MDGs within the total MDG-related commitments. MDG 8 includes important Bank strategic initiatives—building, rule-based, and non-discriminatory trade and financial systems, dealing comprehensively with debt problems of developing countries, and developing health systems—yet it accounted for a smaller share of MDG-related commitments during FY02–14 than FY90–01. Commitments to MDG 7, including Bank work in environment,

water resources management, and urban services and housing for the poor, also received comparatively less resource allocation in the latter period. By contrast, the share of commitments to the MDGs on primary education, gender, and diseases increased significantly, although these areas combined accounted for less than 25 percent of all MDG-related commitments during FY02–14.

3. Share of International Development Association (IDA) in MDG-related commitments increased from 25 percent during FY09–01 to 35 percent during FY02–14, while that of IBRD declined from 74 percent to 59 percent. The share of grants increased from 1.5 percent to 7 percent. A major theme of IDA14 was supporting progress toward the MDGs since the IDA14 replenishment period (2005–2008) was considered a critical time in the effort of low-income countries to reach the MDGs (IDA 2005). The IDA14 paper identified long-term fiscal sustainability as a major challenge in supporting key social sectors—education; health, nutrition and population; and social protection. In middle-income countries, a 2007 report (World Bank 2007) on the implementation of the Bank's middle-income country (MIC) strategy listed inequality, public sector management, trade and integration, private participation in infrastructure, and environmental sustainability as recurring themes in Country Partnership Strategies (CPSs). There was less emphasis in the MIC CPSs on the social sector MDGs.

4. The Africa and South Asia Regions and fragile and conflict-affected states (FCS) showed increases in real average annual MDG-related commitments after the Millennium Declaration (figure C.2). To help accelerate the progress toward MDGs in Sub-Saharan Africa, the Africa Action Plan (AAP) was launched by the World Bank Group in 2005 (World Bank 2005). The AAP was intended to be a results-oriented management tool to strengthen accountability for MDG progress. A 2011 Independent Evaluation Group (IEG) evaluation (IEG 2011b) concluded that the AAP did not contribute significantly to the achievement of MDGs. Specifically, the AAP failed to improve the prioritization of WBG support, accountability for results, strategic partnerships, harmonization with donors, or aid effectiveness. The AAP could not bring about a significant increase in resource flows to Africa. The evaluation cited factors contributing to the AAP's negligible impact: It was a top-down initiative; there were deficiencies in its preparation and implementation; and there was an inability to integrate the AAP into the Country Assistance Strategies.

Figure C.2. Real Average Annual MDG-Related Commitments by Region, FY90–14 ($, millions)



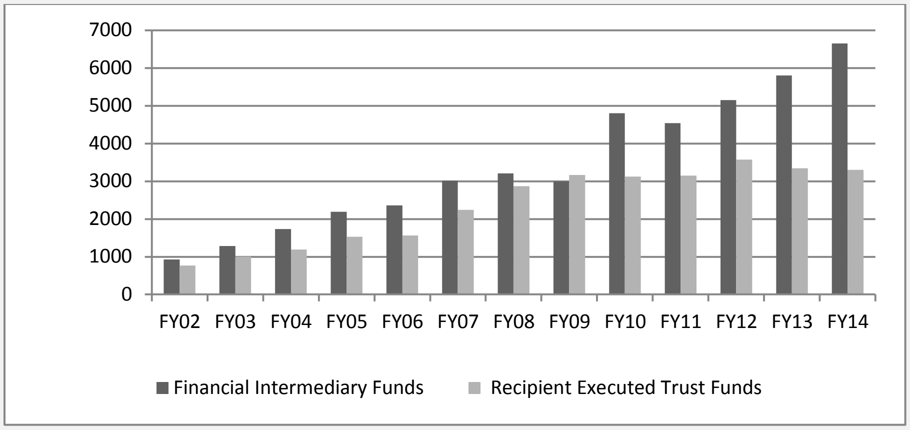
Source: Busines Warehouse.
Note: AFR = Africa Region; EAP = East Asia and Pacific Region; ECA = Europe and Central Asia Region; FCS = fragile and conflict-affected states; LCR = Latin America and the Caribbean Region; MNA = Middle East and North Africa Region; SAR = South Asia Region.

5. About 70 percent of the Bank's non-MDG-related commitments supported its growth and public sector governance goals, which were important for achieving the MDGs (World Bank and IMF 2011). Improved policy and institutions were found to be especially important for health-related MDGs, which have outcome-based goals dependent on improved quality of public expenditures and service delivery. About 60 percent of the growth-related non-MDG commitments went to infrastructure for private sector development, support to micro, small, and medium-sized enterprises, and rural services and infrastructure. Aboout 40 percent of public sector governance non-MDG commitments supported strengthening public expenditures, financial management, procurement and tax policies, and institutions. Not all Bank activities in human development (for example, social safety net, social assistance, and education for the knowledge economy) were mapped to the MDGs;[2] these accounted for 21 percent of the non-MDG commitments during FY02–14, with urban development accounting for the rest. International Finance Corporation (IFC) investments and Multilateral Investment Guarantee Agency (MIGA) guarantees aimed to support the World Bank Group's growth agenda.

6. During FY02–14, there was a significant expansion of trust funds, particularly the financial intermediary funds (FIFs), which supported global development initiatives or partnerships (figure C.3). All but one of the FIFs was established after 2000. During FY02–14, the FIFs disbursed $45 billion, of which 66 percent went to the health sector. Recipient-executed trust fund disbursements during FY02–14 were $31 billion, of which 31 percent went to public administration and 35 percent went to the education, health, and water and sanitation sectors. IEG 2011 evaluations of trust funds (IEG 2011c) and

global and regional partnership programs (IEG 2011a) found issues in the integration and alignment of trust-funded programs with World Bank Group country strategies. The Bank is pursuing reforms of its trust fund business (World Bank 2013).

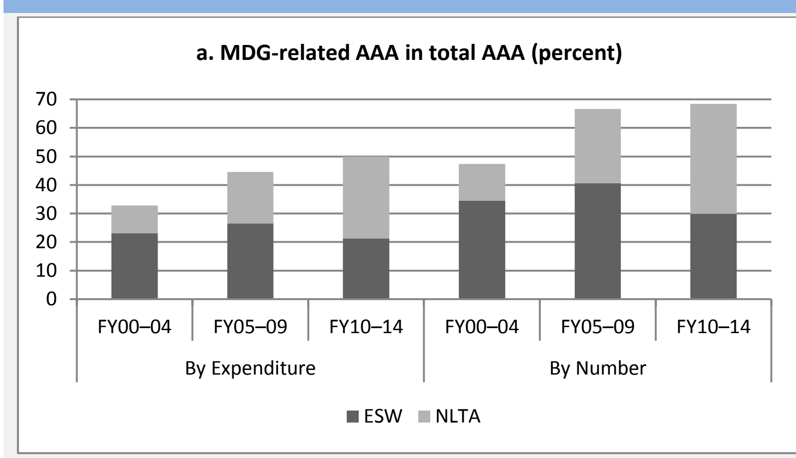
Figure C.3. Trust Fund Disbursement and Transfer ($, millions)



Source: Operations Policy and Country Services Concessional Financing.
Note: FY = fiscal year.

7. The Bank's spending on analytical and advisory activities (AAA) grew from $279 million during FY90–01 to $2.9 billion during FY02–14. The distribution of AAA spending follows a pattern similar to that of Bank commitments, with about 40 percent supporting the MDGs directly and the rest supporting growth and public sector governance during FY02–14 (figure C.4). MDG 8 accounted for about half of MDG-related AAA costs during FY02–14, with MDG 7 receiving 25 percent, and MDG 1 and 3 each receiving a 10 percent share. Public sector governance and private sector development accounted for the bulk of the non-MDG-related AAA.

Figure C.4. MDG-Related AAA and Composition



b. Composition of MDG-related AAA (percent)

	FY90–01	FY02–14
MDG 1	2	10
MDG 2	12	3
MDG 3	14	8
MDG 4	0	1
MDG 5	0	1
MDG 6	2	3
MDG 7	22	23
MDG 8	48	51
Total	100	100

Source: Business Warehouse.
Notes: MDG-related AAA is determined using Operations Policy and Country Services classification, which maps the Bank's theme codes to

the individual MDGs. AAA = analytical and advisory activities; ESW = economic and sector work; FY = fiscal year; MDG = Millennium Development Goal; NLTA = non-lending technical assistance.

8. Several major World Bank knowledge activities focused on MDG issues. The Bank played an active role in developing the MDG indicators (box C.1). Starting in 2004, the Bank produced the annual Global Monitoring Report (which tracks progress toward achieving the MDGs), provided analytical work on MDG issues and themes, and discussed MDG-related activities of international financial institutions. Several World Development Reports during FY02–14 advanced the thinking on achieving the MDGs. The World Development Indicators (WDI) provided data on country-level MDG indicators—the first section of the WDI provides data on global and regional progress toward the MDG targets.

Box C.1. The Bank's Role in Developing the MDG Indicators

The Bank played an active role in the development of the Millennium Development Goal (MDG) indicators. In May 1997 the Bank, the UN, and the Organisation for Economic Co-operation and Development sponsored a seminar for Development Assistance Committee (DAC) members and development partners to review the concepts, methodologies, and data issues in development indicators. Working together, they produced a synthesis report that resulted in the seven International Development Goals (IDGs) with 21 indicators. In 2001 the Bank hosted a seminar that was attended by key agencies to discuss the transformation of the IDGs to MDGs, leading to the convergence of the IDGs and the MDGs into a unique set of goals, targets, and indicators that could be quantified and for which there was reasonable data.

Source: DIIS 2009; Hulme 2009.

9. The production of impact evaluations (IEs) in the World Bank Group grew rapidly during FY02–14. The Bank is the largest producer of IEs of all the development institutions (IEG 2012). Recognizing the role of IEs in furthering the knowledge agenda, the Bank in 2005 created the Development Impact Evaluation Initiative, a global program hosted by the Development Research Group to help guide policy choices and improve results. Through the Spanish Impact Evaluation Trust Fund, there has been a more systematic approach to identifying and financing IEs, notably in the human development network. IEG reviews of IEs in some MDGs—maternal and child health (IEG 2013), nutrition (IEG 2010), and water and sanitation (IEG 2008)—identified lessons about what works and what are needed to expand knowledge about the impact of MDG interventions and programs. However, a 2012 IEG evaluation found that the feedback loop between IE production and Bank project operations and learning has been modest, and recommended improved integration of IEs into the design and review of projects to sharpen their results focus (IEG 2012).

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Endnotes

[1] Operations Policy and Country Services mapped the Bank's theme codes, which correspond to the goals of Bank activities and to the individual MDGs.

[2] Based on the Operations Policy and Country Services mapping of theme codes to MDGs.

Appendix D
World Bank Sector Response to the Millennium Development Goals

1. Activities in the education, health, and water and sanitation sectors support the service delivery MDGs: MDGs 2–6, and part of MDGs 1 and 7. These sectors were covered by the 2003 *Progress Report and Critical Next Steps in Scaling Up: Education for All, Health, HIV/AIDS, Water and Sanitation,* and *World Development Report 2004: Making Services Work for Poor People*.

Sector Strategies

2. The three sectors responded differently to the MDGs, reflecting their analysis of the Bank's value added in each sector and the application of the MDG selectivity framework.

3. In education, the Bank focused on primary education in the 1990s, which accounted for 40 percent of total education commitments. The Bank aligned its education activities with the international education targets set by the 1990 World Conference on Education for All.[1] There was a change in emphasis from "hardware" (civil works and equipment), in which the share of project components fell from almost 100 percent in the 1960s to 45 percent in the 1990s, to "software" such as training and technical assistance (World Bank 1999). The Bank's 1999 education strategy emphasized the international education goals, but recognized that global priorities were not the highest priorities in all countries (World Bank 1999). The Bank developed 120 country action plans based on country priorities.

4. The Bank's 2005 education strategy broadened the Bank's strategic agenda in education while committing to the universal primary education and gender MDGs (World Bank 1999). The 2005 strategy added elements to the 1999 strategy: inclusion of education outcome indicators in country strategies; greater reliance on the Education For All-Fast Track Initiative (EFA-FTI) to channel donor assistance for primary education in low-income countries; focus on education and labor market linkages with more systematic attention to secondary, tertiary, and science education; and greater emphasis on accountability and incentive systems to improve service delivery. The 2004 World Development Report was an important input to the 2005 strategy. Two of the four outcomes identified in the 2005 strategy were MDG related: attainment of the MDGs for education, improved outcomes for learning, relevance of education to the labor market, and better prospects for attainment of the MDGs for health.

5. In health, the 1997 Health, Nutrition, and Population (HNP) Strategy focused on using comprehensive approaches to achieve health outcomes (World Bank 1997). The objectives were to enhance the performance of health care systems, and secure sustainable health care financing to improve health outcomes for the poor. The strategy included outcomes that were to become part of the MDGs, particularly improved childhood nutrition, improved maternal, reproductive, and sexual health, and reduced morbidity and mortality from diseases and pandemics.

6. The 2004 HNP paper *Rising to the Challenges* assessed the implications of the MDGs on the Bank's work in the sector (Wagstaff and Claeson 2004), and the 2007 HNP strategy took a more focused approach to the health MDGs by emphasizing health system strengthening (World Bank 2007). The 2004 paper argued that accelerating progress toward the MDGs for health was possible in all regions and countries by scaling up interventions, but poor policies and institutions within and beyond the health sector reduced the impact of increased spending. It recommended that the Bank align the country strategies with the MDGs, help incorporate the MDGs into government policies and budgets, integrate the MDGs in sectorwide and programmatic instruments, and assist countries in building monitoring and evaluation capacity. The 2007 HNP Strategy stressed the importance of synergy between health system strengthening and priority disease intervention; the links between HNP sector financing and fiscal policy, governance, and accountability; and the need for financial protection to mitigate poverty due to illness. Taking into account the changing architecture of development assistance for health, where the World Bank Group's share declined from 20 percent in 1998 to 6 percent in 2013 (IEG 2013b), the 2007 HNP Strategy identified the World Bank Group's comparative advantages: health system strengthening to address structural and system constraints, building economic and evaluation capacity, adopting intersectoral approaches, and development capacity to implement large programs.

7. In water and sanitation, the Water Supply and Sanitation Sector Board developed a business strategy in 2003 to address the challenges posed by the MDGs (World Bank 2003). The strategy took into account an important lesson from a similar initiative during the 1980s (the "drinking water decade"): avoid the performance-by-target syndrome, in which the difficult and time-consuming processes to establish the appropriate policies and institutions to ensure sustainability were bypassed to show quick results and secure donor funds. The 2004 Water Resources Strategy de-emphasized infrastructure and gave priority to the enabling environment for water supply and sanitation (WSS) by strengthening institutions, using economic incentives to manage demand, and establishing mechanisms for better allocating water resources (World Bank 2004).

8. Still, the WSS business strategy also recognized the importance of higher levels of investment in the sector. The strategy recommended a four-pronged response that would increase sector investments and help ensure their sustainability: adopt policies that provide incentives for investment and efficiency; build and strengthen local institutions to enable scaling up of activities to achieve MDG targets; create and disseminate knowledge; and secure financing to rebuild infrastructure and improve service delivery. Public-private partnerships were viewed as key to scaling up service delivery. With regard to country selection, Bank assistance would support countries to achieve their MDG targets depending on the commitment to sound policies and institutions.

WORLD BANK GROUP SECTOR SUPPORT PROGRAMS

Portfolio Trends

9. After the Millennium Declaration was adopted, International Development Association (IDA) commitments for primary education increased, but International Bank for Reconstruction and Development (IBRD) commitments declined. The Bank's average annual commitments to primary education grew slightly between fiscal year (FY)90–01 and FY02–14, but IDA average annual commitments increased from $327 million to $536 million, and IBRD commitments declined from $307 million to 284 million. The EFA-FTI channeled $3.1 billion in grants through the Bank during FY02–14,[2] complementing the $7 billion of resources provided by IDA for primary education. The EFA-FTI enabled the Bank to scale up its support for primary education to IDA countries while broadening its education agenda. International Finance Corporation (IFC) invested $1.3 billion in the education sector during FY02–14, of which about 90 percent went to tertiary education.

10. There was a significant increase in HNP commitments after the Millennium Declaration. Average annual HNP commitments increased from $1 billion during FY90–01 to $2.3 billion during FY02–14, with the HNP's share in total bank lending increasing from 5.1 to 6.6 percent. Reflecting the Bank's consistent emphasis on health system strengthening, almost half of the HNP commitments during FY90–14 went to strengthening health system performance. The main changes during this period were an increased share of disease-related projects in HNP commitments from 12 to 19 percent, and a declining share of population and reproductive health projects from 14 to 9 percent (table D.1). IFC invested $1.9 billion in the health sector, supporting private investment in hospitals and clinics; IFC investments in the sector could be viewed as supporting the strengthening of health systems, which is part of MDG 8.

Table D.1. Composition of Health, Nutrition, and Population Commitments

MDGs	FY90–FY01 (precent)	FY02–FY14 (precent)

Nutrition (MDG 1)	9	7
Child health (MDG 4)	11	12
Population/reproductive health (MDG 5)	14	9
Diseases (MDG 6)	12	19
Health system (MDG 8)	42	45
Others	11	8
Total	100	100

Source:Business Warehouse

11. The health-related MDGs were the main beneficiaries of the increase in trust funds during FY02–14. Disbursement from the health sector financial intermediary funds, all of which were established after the Millennium Declaration, equaled the total HNP sector commitments approved during FY02–14. The Global Fund to Fight AIDS, Tuberculosis, and Malaria , established in 2002 to support the MDGs, disbursed $26.7 billion during 2002–14, which is about five times the Bank's disease-related commitments approved during FY02–14. An Independent Evaluation Group (IEG) review found that the Global Fund was a major source of financing for the three diseases—about 40 percent of total official commitments to combat these diseases—but it raised concerns over the long-term sustainability of recipient countries' programs (IEG 2012). An independent evaluation found that the external financing of the three diseases stretched the generally weak health systems to their limits (The Global Fund 2009). In a survey of Bank task team leaders conducted as part of the IEG review, less than 10 percent of respondents characterized the relationship between Bank and Global Fund staff at the country level as collaborative.

12. In WSS, there was increased lending for sanitation in response to calls for intensified efforts in lagging MDGs (World Bank 2010). Average annual WSS commitments[3] increased from $1 billion during FY90–00 to $2.3 billion during FY02–14, with an increase of about 40 percent for water supply (from $601 million to $827million), but almost an eightfold increase (from $80 to $611 million) for sanitation.[4] The increased resource allocation to sanitation reflected the status of the respective MDG targets—the global sanitation MDG target is not likely to be achieved, although the water supply MDG target was met. IFC invested $2.2 billion in WSS during FY02–14, focusing on extending reach and access and stimulating private sector participation. The Bank and IFC developed various forms of engagement with the private sector, which are described in a 2006 Bank toolkit (World Bank and PPIAF 2006). Several Bank projects supported private sector participation in both urban and rural WSS (IEG 2009).

13. All three sectors increased country coverage and had operations in almost all Africa Region countries and fragile and conflict-affected states (table D.2). About two-

thirds of the countries covered by maternal and child health (MCH) and sanitation projects were off target, which is consistent with the call to focus on lagging MDGs. Primary education and water supply had a lower proportion of off-target countries in their portfolio; support to primary education in the on-target countries focused on quality issues since the Bank's experience was that global priorities were not the highest priorities in all countries (World Bank 1999). In water supply, Bank support was mainly for institutional strengthening and capacity building.

Table D.2. Country Coverage in the Bank Portfolio, FY02–14

	Countries added (number)	Countries covered (number)	Countries off-target (percent)
Primary education	26	103	54
Maternal and child health	29	92	64
Water	28	106	51
Sanitation	30	107	66

Source: Business Warehouse.

14. Projects in all three sectors had multiple components, including those that address financial sustainability and institutional/capacity strengthening. A 2011 IEG review of education projects found that the portfolio had become more complex—the share of projects with multiple subsectors increased during the period FY01–09, and one-third of them had three or more subsectors during FY06–09 (IEG 2011). For primary education projects[5] approved during FY02–14, capacity building, teacher training, and infrastructure were the most prevalent components. In HNP, most projects combined health system strengthening with subsector activities. A 2013 IEG review of 109 MCH projects found that governance (regulation, public financial management) and health sector components (services, infrastructure, and training) were present in almost all projects (IEG 2013a). In WSS, a Water Unit portfolio review found that cost recovery was part of the project design in 50–75 percent of the projects, and without full recovery, the projects generally discuss how the remaining costs would be covered. There was also an increase in the number of WSS components incorporated into projects managed by other sector boards (for example, urban development, environment).

DEVELOPMENT OUTCOMES AND RISKS

15. Development outcomes for MDG-related projects in primary education, HNP, and WSS were near Bank averages. For HNP, the share of projects with satisfactory (MS+) ratings increased from 68 to 71 percent between the two periods,[6] although HIV/AIDS projects did not perform as well (53 percent MS+).[7] There were improvements in the performance of child health and health system projects. However, the share of primary education projects with satisfactory performance declined from 84

to 73 percent between the two periods, though the outcome performance of the primary education projects during FY02–14 was at the same level as all education projects. For WSS, the share of water supply and sanitation projects with satisfactory outcome ratings declined slightly from 76 to 69 percent and from 77 to 71 percent, respectively.

16. Many projects faced significant or high risk to development outcomes due to uncertain financial sustainability and institutional weaknesses (table D.3). This is based on a review of Implementation Completion Report Reviews s of FY02–14 projects in the three sectors with significant or high risk to development outcomes. Addressing the financial sustainability risk would require greater attention to improving domestic resource mobilization capacity, and more generally establishing stronger linkages between direct MDG support and public sector governance initiatives. Although MDG-related projects in the three sectors included institutional and capacity-building components,[8] the Bank will have to improve the effectiveness of these components.

Table D.3. Risk Factors in Bank Projects in Primary Education, Health, and Water and Sanitation Sectors

	Primary education (n=48)	**MCH** (n=59)	**HIV/AIDS** (n=48)	**WSS** (n=52)
Uncertain financial sustainability	29	50	32	26
Institutional/capacity weaknesses	27	22	36	33
Lack of ownership	4	24	4	9
Political/security risks	11	7	9	15

Sources: Implementation Completion Report Reviews of primary education, HIV/AIDS, and WSS projects approved during FY02–14; IEG 2013 (for MCH).
Note: n = number of projects reviewed.

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[1] In 1990 the Bank and several UN agencies—the United Nations Educational, Scientific, and Cultural Organization, the United Nations Children's Fund, the United Nations Development Programme, and the United Nations Population Fund—launched the World Conference on Education for All in Thailand with other development agencies, 155 nations, and 150 nongovernmental organizations committed to education goals.

[2] Data received from Global Partnership for Education.

[3] The water supply and sanitation portfolio is composed of sanitation (WA), water supply (WC), wastewater collection and transportation (WT), wastewater treatment and disposal (WV), and general water, wastewater, and flood protection (WZ).

[4] Sanitation (WA), wastewater collection and transportation (WT), wastewater treatment and disposal (WV).

[5] The review covered 104 of 154 projects approved during fiscal year (FY)02–14. The review excluded Development Policy Lending and social funds.

[6] This is based on IEG Implementation Completion Review Reports (ICRRs) of projects approved during FY90–01 and FY02–14.

[7] Tuberculosis projects also had outcome ratings lower than sectorwide, but only 17 projects during FY02–14 were evaluated.

[8] Based on a review of ICRRs of FY02–14 projects in primary education, water, and sanitation, and a review of maternal and child health projects in a 2013 IEG evaluation (IEG 2013a).

Appendix E
Country Engagement Response to the Millennium Development Goals

1. Nine countries that were recently subject to an Independent Evaluation Group (IEG) Country Program Evaluation (CPE) were selected for an in-depth review. These include Nepal and Yemen, which are fragile and conflicted-affected states (FCS); Bangladesh, Malawi, Nigeria, and Georgia—non-FCS low-income countries (LICs) as of 2000, when the Millennium Development Goals (MDGs) were adopted; and middle-income countries (MICs) Brazil, Indonesia, and Tunisia. In these countries, the World Bank Group implemented its support programs within different country contexts.

World Bank Group Country Strategies

2. There were no significant changes in Bank Group country strategies after the Millennium Declaration, as the country strategies were already well attuned to the priorities measured by the MDGs. Although the term "MDG" was rarely used (either spelled out or as an acronym) in the strategic objectives, about 80 percent of the program pillars[1] in the nine countries reviewed supported specific MDGs. Areas linked to education and/or health (MDGs 2–6) and areas linked to MDG 7 (environmental sustainability) received significant attention (virtually all country strategies included objectives in education and health areas). Two-thirds of the non-MDG pillars targeted governance and public sector management, and 20 percent addressed economic and private sector growth. The strategy documents paid modest attention to the MDGs, but there were few indications in the documents that the MDGs were important factors for the design and composition of the country programs. There were, however, some examples of the MDGs figuring prominently in the strategy formulation, such as the Yemen fiscal year (FY)03–05 Country Assistance Strategy (CAS), in which the Bank stepped in to address MDG targets that the country was not expected to meet (for example, basic education and gender disparity). Box E.1 shows examples of country strategies.

Box E.1. Examples of the World Bank Group Country Strategies

In Bangladesh, Bank strategies focused on linking Bank priorities (poverty reduction and governance) with country priorities. Poverty reduction has been a key institutional objective for the Bank, but the entry points in the Country Partnership Strategy (CPS) processes were largely to align CPS objectives with national priorities. The Bangladesh Poverty Reduction Strategy

Papers (PRSPs) had poverty reduction as the ultimate objective (reflecting also the MDGs), but they were weak in prioritizing, and their domestic ownership was questioned at times. The 2006 and 2011 CPSs closely followed the framework outlined in the PRSPs, which also formed the basis for collaboration among development partners that led to major sectorwide approaches (SWAps) in health and education. These Country Assistance Strategies (CASs) were built on the pillars of private sector–led growth, human development, and enhanced governance. A key success factor was the continuous use of a combination of instruments over a long period to achieve synergies among different instruments within the same sector. Consequently, synergies across sectoral silos are much less common. The Bank's work on safety nets is another important example, with analytic work, policy lending, investment lending, and capacity building technical assistance contributing to improved social protection outcomes.

In Nepal, the International Development Association's strategy during fiscal year (FY)03–08 covered four pillars: broad-based growth, social sector development, social inclusion, and good governance. The 2003–08 Country Program Evaluation (CPE) found the strategy was relevant because it was tailored to Nepal's long-term development needs and was closely aligned with the government's Tenth Plan and Poverty Reduction Strategy Paper (PRSP). But it also found that the strategy was poorly adapted to the country's conflict situation and political instability. So the two subsequent strategies—Interim Strategy Note (ISN) FY10–11 and ISN FY12–13—included another pillar on peace building, resilience, and reducing vulnerabilities. The strategies otherwise continued pursuing MDG-related areas through a postconflict lens.

In Nigeria, the Bank's country strategies tended to emphasize the human development component of the poverty agenda (for example, community development and expanding social service delivery in health and education at several government levels). The Independent Evaluation Group (IEG) found the support to education unsatisfactory. The Bank's growing analytic contributions (for example, 19 pieces of economic and sector work and 24 technical assistance tasks in FY10–13) were useful to deepen the Bank's understanding of the Nigerian economy and for stronger policy impact (for example, an evidence-based approach in health and support for impact evaluation of the government's own maternal and child health initiative). An important Bank contribution was to show the use of evidence and to introduce a results culture.

In Malawi, the Bank's poverty diagnostic work informed the design of its poverty strategy with donor involvement. However, the early strategies were not fully owned by the client. The Bank's FY06 CAS and FY12 CPS reflected the poverty diagnostics and were designed to fit within the country's own development strategy. An example of the diagnostics' influence is the inclusion of nutrition in the FY06 CAS after the poverty assessment highlighted stunting in Malawi. The Bank remains heavily engaged in nutrition, where there are few partners and where successful models need support in scaling up. In trying to link its strategy to its diagnostics, the Bank also aimed to be selective in its programs, making choices based on gaps and comparative advantages. Therefore, aeas of Bank focus also included long-term growth (through infrastructure and investment climate) and governance (through public expenditure and financial management). In education, the Bank focused on both enrollment and quality, and in health, the FY07 CAS reduced the Bank's role to building the fiduciary capacity for the SWAp and the Malaria Booster Program. There was a good balance between lending (both budget support and investment lending) and analytical and advisory activities (AAA).

In Brazil, the IEG CPE for the period FY11–14 found strong cooperation between the government and the Bank. It also found that for equity-related objectives, the Bank's most significant contribution was its technical and knowledge assistance—an extensive AAA program and technical assistance lending helped strengthen the government's capacity to monitor the social policies' progress, impact, and targeting. The main MDG-related areas of focus in the first country strategy reviewed (FY99–02 CAS) were poverty, education, water and sanitation, infant and maternal health, and communicable diseases. The subsequent country strategies continued the same areas of focus as the first strategy, but with changes in scope. Other objectives included reducing youth unemployment and decreasing vulnerability for poorest households, particularly in the Northeast. Objectives related to water, sanitation, biodiversity, forests, and conservation were present in all the country strategies. MDG 7 received the largest share of Bank MDG commitments to Brazil in virtually all periods, both by number and value of Bank commitments. There were a number of large-value commitments to Brazil for objectives related to MDG 7, most of which were not multisectoral and, therefore, had a high percentage of MDG 7 content.

Sources: IEG Country Program Evaluations and background papers for the upcoming IEG evaluation *Getting to Poverty*.

3. The importance of the MDGs in country programs is clear from the results frameworks of the Bank Group country strategies. In the results matrices for the nine countries, Country Partnership Strategy outcome indicators are defined as MDG-*aligned* if they closely follow the formulation of an MDG indicator, or MDG-*associated* if they address an MDG objective, but do not use an MDG indicator. The results matrices—which include a total of 40 matrices and 1,917 indicators—show that for the sample as a whole, the use of MDG indicators (both aligned and associated) remained stable at 35–38 percent of all outcome indicators for the four-year periods between FY97–00 and FY10–14 (tables E.1 and E.2). There was, however, an increase in the use of indicators formulated by the MDGs as time passed, indicating growing attention to the MDGs for results monitoring at the country level.

Table E.1. MDGs as Country Assistance Strategy Outcome Indicators (percent)

Category	1997–00	2001–04	2005–09	2010–14
Aligned	11.0	11.4	14.3	14.8
Associated	26.0	27.0	20.4	21.0
Total	37.0	38.4	34.7	35.8

Source: IEG review of World Bank Group Country Assistance/Partnership Strategies and Interim Strategy.

Table E.2. MDGs as Country Assistance Strategy Outcome Indicators by Country (percent)

	1997–2000	2001–2004	2005–2009	2010–2014
Bangladesh				
Aligned	15.0	2.7	8.1	32.3
Associated	22.9	30.4	21.6	12.9
Total	37.9	33.0	29.7	45.2
Malawi				
Aligned	6.0	13.3	13.3	21.9
Associated	13.4	20.0	13.3	6.3

Total	19.4	33.3	26.7	28.1
Georgia				
Aligned	3.1	16.0	14.5	5.8
Associated	32.8	36.0	25.5	34.6
Total	35.9	52.0	40.0	40.4
Brazil				
Aligned	7.5	4.9	25.0	16.0
Associated	5.7	18.0	16.7	32.0
Total	13.2	23.0	41.7	48.0
Indonesia				
Aligned	14.8	12.6	11.1	5.9
Associated	45.9	27.9	29.6	29.4
Total	60.7	40.5	40.7	35.3
Nigeria				
Aligned	–	–	15.4	19.3
Associated	–	–	14.1	14.5
Total	–	–	29.5	33.7
Tunisia				
Aligned	22.4	22.4	11.1	9.0
Associated	15.5	15.5	22.2	6.4
Total	37.9	37.9	33.3	15.4
Yemen, Republic of				
Aligned	0.0	16.9	23.4	6.4
Associated	51.0	32.2	17.0	29.5
Total	51.0	49.2	40.4	35.9
Nepal				
Aligned	14.3	11.5	11.5	23.3
Associated	28.6	30.8	30.8	26.7
Total	42.9	42.3	42.3	50.0

Source: IEG review of World Bank Group Country Assistance Strategies, Country Partnership Strategies, and Interim Strategy.

4. There were no indications that the World Bank Group considered the MDGs to be less relevant for FCS or MIC countries. MDG-related outcome indicators (aligned and associated) were more important for the two FCS countries during FY01–14 than the MICs and LICs in the sample. The MDG-aligned indicators were slightly more common in the three MIC countries than in the others.

World Bank Group Country Programs to Support the MDGs

5. Bank support for the MDGs in country strategies was followed up through lending.[2] For the nine countries (table E.3), within a growing number of annual lending operations during FY90–14, the share of MDG-related operations (by number) was high throughout the period—about 70 percent. Especially during the first few years after the Millennium Declaration (FY01–04), the share by number of Bank operations with MDG content (whether a large or small share) reached 80 percent. This was probably caused by the contraction of total Bank commitments (by value) because of the financial crisis, with MDG-related operations less affected.

Table E.3. MDG-Related Bank Commitments by MDG Content (average annual percent)

Period	MDG content	MDG 1 content	MDG 2–6 content	MDG 7 content	MDG 8 content
FY90–00	68	16	16	36	24

FY01–04	80	19	26	34	37
FY05–09	68	10	15	35	23
FY10–14	68	16	19	29	25
FY01–14	**71**	**14**	**19**	**32**	**26**

Source: World Bank Business Warehouse data.
Note: FY = fiscal year; MDG = Millennium Development Goal.

6. MDG-related lending made up a higher proportion of total Bank lending in the three MIC countries in the sample than in the four LICs and two FCS. The share of MDG-related commitments in total commitments was 41 percent during FY90–00 for the MICs, compared with 36 percent for the LICs and 34 percent for the FCS, and differences did not decline after the Millennium Declaration (table E.4).

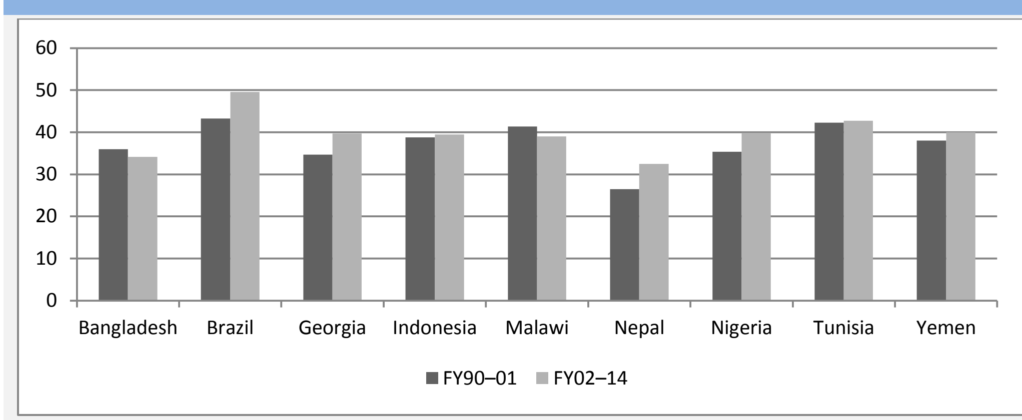
Table E.4. MDG-Related Bank Commitments by Country Group (average annual percent)

Period	MICs	LICs	FCS
FY90–00	41	36	34
FY01–04	42	38	40
FY05–09	50	33	31
FY10–14	40	36	37
FY01–14	**44**	**35**	**36**

Source: World Bank Business Warehouse data.
Note: FCS = fragile and conflict-affected states; FY = fiscal year; LIC = low-income country; MIC = middle-income country.

7. Compared with the Bank average of 40 percent, the shares of MDG-related commitments were notably low in Bangladesh, Georgia, and Nepal; however, they were high in Brazil because of the strong attention in that country to social safety nets and environmental operations. Therefore, for the nine countries in this sample, the MDGs were as relevant for MICs as for International Development Association (IDA) countries (figure E.2).

Figure E.2. MDG-Related Bank Commitments in Nine Sample Countries (percent)



Sources: IEG review of World Bank Group Country Assistance/Partnership Strategies and Interim Strategy Notes.

8. Within the steadily increasing overall trend for AAA activities in the nine countries, the percentage of MDG-related knowledge work was high and growing, indicating that AAA at the country level was increasingly focused on the MDGs (table E.5). This was in line with the priority given to knowledge products that was highlighted in the Strategic Compact (launched in 1997) and reiterated in the FY02–04 Strategic Directions paper. By number, the AAA were predominantly ESW, which made up between 74 (for MICs) and 80 (for LICs) percent of all AAA delivered. This is true for all nine countries in the sample. For MDG-related AAA, the share of nonlending technical assistance (NLTA) varies more: 14 percent in LICs, 24 percent in MICs, and 28 in FCS. So NLTA was lower in general among the four LICs than the three MICs, and lower still for MDG-related AAAs. The available documents do not explain these differences. The relationships generally hold true for all the MDGs.

Table E. 5. MDG-Related Knowledge Products in Nine Sample Countries

	No. of AAA products	With theme codes	MDG related	MDG 1	MDGs 2–3	MDGs 4–6	MDG 7	MDG 8
FY90–00	118	13	27	7	7	0	7	13
FY01–04	205	86	66	13	14	4	10	51
FY05–09	256	100	69	17	23	6	15	46
FY10–14	385	100	74	14	15	6	18	46
FY01–14	846	97%	71%	15%	17%	5%	16%	47%

Source: Business Warehouse.

9. Many Bank Group country programs addressed statistical issues. Measurement of goals and objectives, like the MDGs, depends on the quality and reach of the country statistical systems. In most of the sampled countries, one or more country strategy documents included dialogues and assistance for statistical capacity building, but normally they are not highlighted or reflected in the objectives or results frameworks. Support was usually provided through small trust-funded grants (except for a large IBRD loan for Indonesia). Box E.2 shows that in some cases (such as Yemen) the support for statistical capacity building was linked directly to results monitoring under the PRSP and the CAS; in other cases, the support was linked more generally to the need for improved poverty analyses (Bangladesh) or improved domestic resource management (Nigeria).

Box E.2. Examples of Bank Support for Building Statistical Capacity

For Bangladesh, the 1998 Country Assistance Strategy (CAS) discussed poverty measurements and statistical progress, and programmed nonlending technical assistance to strengthen the capacity of the Bangladesh Bureau of Statistics to conduct household expenditure surveys and poverty analysis. The FY06–09 CAS noted these efforts and that the methodology used in the country to measure poverty had improved substantially. The FY11–14 CAS listed various Bank and trust funded activities for statistical capacity building and related activities.

For Yemen, the FY06–09 CAS planned a two-pronged strategy to monitor overall results under the second PRSP and the CAS: Bank technical assistance for a statistical master plan, and sector and thematic monitoring systems in the context of Bank or other donor projects. Under the subsequent FY10–13 CAS, the Bank Group would pursue efforts to gradually strengthen Yemen's statistical capacities, and expected that using the CAS as a management tool would help staff at all levels to closely monitor progress toward outcomes.

For Nigeria, the FY10–13 CAS planned to support statistical capacity building as part of cross-cutting governance improvements to allow the country to better manage its resources. The results matrix set milestones for strengthening the national statistical system through efforts by the Bank and the U.K. Department for International Development. It also included "strengthened national statistical system" as an outcome in the results matrix under the governance pillar. The FY14–17 CPS included "Improved quality and accessibility of the statistics" as an outcome. The Bank Group would provide new lending support for building a modern effective statistical system in Nigeria and continue supporting the work on service delivery indicators.

Source: Background papers for the upcoming IEG evaluation *Getting to Poverty*.

10. International Finance Corportion (IFC) did not include the MDGs in its operational policies, but did broadly support health and education outcomes in some of the nine countries. The IFC projects in the education sector supported higher education, either through support for building private colleges or vocational schools, or support for student loan programs. In the health sector, most IFC projects supported private hospitals targeted at middle- and upper-income patients who could not get adequate care in local health care facilities. IFC funding also supported health insurance and clinics available to a broader customer base. In Brazil, some IFC projects focused explicitly on maternal health issues.

Country Partnerships

11. The MDGs did not play a significant role in the Bank's country partnerships. The Bank Group had a clear function in aligning governments and donors through the Bank-IDA programs, the PRSPs, and HIPC (with IMF). However, there are no indications in the World Bank Group country strategy documents or the IEG CPEs that the MDGs contributed in this regard for the Bank. There are examples of good institutional cooperation, such as that between the Bank and the Millennium Challenge Corporation on education in Georgia, or the joint program among the four largest development partners in Bangladesh. But these are examples of cooperation on MDG-related sectors, not on the MDGs. Where PRSPs (or similar documents) were available, they were well aligned with the Bank's objectives and the MDGs. All of the six LIC and

FCS countries in this sample had PRSPs during this period, and the PRSP program is continuing.

12. The social MDGs were reinforced by HIPC in Malawi, the only HIPC country in the sample. The Bank's programs in Malawi in the 1990s emphasized adopting a medium-term expenditure framework for public expenditure planning and gave priority to education, health, and social protection investments. This framework received less priority after 1999, but one pillar under the Bank's strategies was to help improve service delivery in education and health, nutrition and food security, and other social safety nets. The 2006 IMF-World Bank paper *Debt Relief at the Heavily Indebted Poor Countries Initiative Completion Point and Under the Multilateral Debt Relief Initiative* reported that Malawi made satisfactory progress in implementing its PRSP and met its completion point targets, including for safety nets; however, it missed two targets in the social sectors because of issues with data timing. Thus, there was some synergy between HIPC and the Bank's regular operations. Malawi was also the only country in the sample that translated the MDGs to a local context by moderating the MDG targets in the context of the 2007 PRSP (for example, targeting 95 percent rather than universal primary enrollment).

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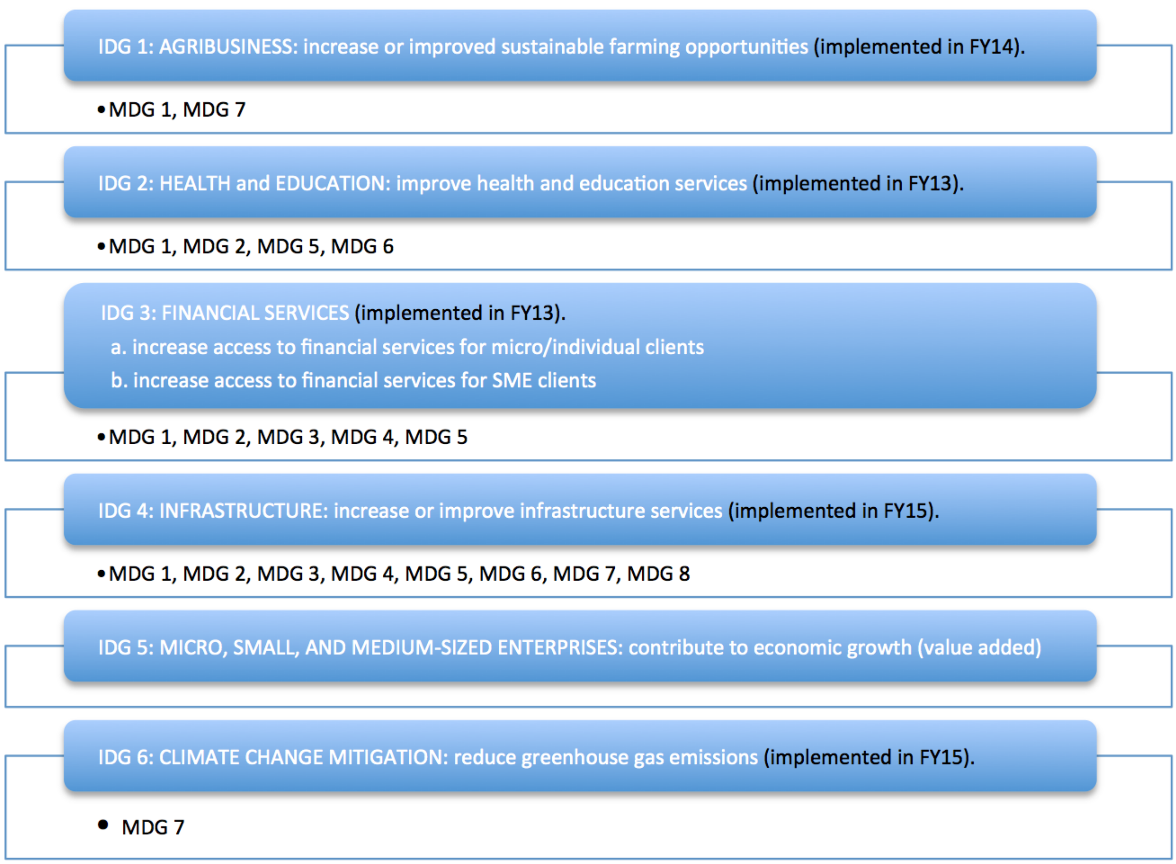
[1] Forty country strategies for the nine countries were reviewed, spanning from before the Millennium Declaration to the present. These strategies had a total of 138 pillars to reflect different areas of Bank Group engagement, of which 108 pillars were related to some extent to the MDGs.

[2] Every Bank operation is coded along both sectoral and thematic dimensions. Task team leaders can enter up to five themes and up to five sectors for each operation and assign weights to the selected sectors to reflect the allocation of the Bank loan across economic sectors. For adjustment operations, economic and sector work, and other nonlending activities, the weights should reflect the sectoral composition of reforms supported by the activity.

Appendix F
IFC Development Goals

1. International Finance Corporation (IFC) piloted the IFC Development Goals in 2010 as corporate-level development targets to capture the contributions of IFC's investment and advisory projects and the activities of the Asset Management Company, an IFC subsidiary. According to IFC, the these goals were inspired by the Millennium Development Goals (MDGs) and were introduced to better integrate development goals into business strategies. Five IFC Development Goals moved from testing to full implementation. (figure F.1).

Figure F.1. IFC Development Goals



Source: IFC.
Notes: The IFC Development Goals may contribute to the MDGs as shown above. However, IFC does not monitor its contribution to the MDGs or make direct connection between the two sets of goals. FY = fiscal year; MDG = Millennium Development Goal.

2. Data to support IFC's progress toward achieving the targets of IFC Development Goals is taken from monitoring and evaluation systems wherever possible. They are based on ex ante indicators of reach from new projects, reflecting IFC's expectations at entry with initial targets expressed over five years.

3. The Independent Evaluation Group flagged some potential issues with the IFC Development Goals:[1]

- Some direct data verification for specific areas (critical information that feeds into IFC Development Goals and is largely calculated based on specific assumptions instead of audited numbers or verifiable numbers in public records) would enhance the credibility and reliability of the data supplied by the companies and staff.
- Implicit targets are volume driven. There may be bias toward large projects, or toward projects in populous countries and regions without reference to beneficiaries' poverty levels.
- They are weak in attributing reach to IFC's contribution. Several IFC Development Goals use IFC's share in financing as a rule of attributing to IFC. Although there is emphasis on taking conservative numbers, it does not have sufficient grounds to claim IFC's role in achieving client companies' reach.
- There is no reference to counterfactuals (what conditions would be without IFC intervention); thus, they are not indicating impacts to the society.
- Quality control of data is more important, especially since the IFC Development Goals are now linked to management incentive systems.
- Given the strong emphasis on IFC Development Goals in IFC's business decisions, there is a risk they might lead to misalignment of incentives. For example, staff might focus on measuring large reach numbers for IFC Development Goals instead of paying attention to delivering meaningful impact that IFC projects could bring to people and society.

4. The IFC Development Goals are one of many measures reported in IFC's corporate scorecard. IFC's Independent Assurance Report on a Selection of Sustainable Development Information states that "the link between Reach indicators and IDGs should be strengthened to enable IFC to further articulate its strategy and development results. While the Reach Indicators capture the contribution of IFC Clients overall, IFC captures its contribution to development results via the IDGs. Reporting achievement against the IDGs would help to improve IFC's reporting regarding its contribution and development results."[2]

5. IFC support of the MDGs has been more coincidental than strategic. This support is not tracked and it is difficult to acertain the extent to which IFC projects

provide funding or advice to companies that address the MDGs through their operations or investments and the extent to which IFC Advisory Services help create conditions for private sector companies to contribute positively to the MDGs.

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[1] Independent Evaluation Group (IEG). 2013. *Biennial Report on Operations Evaluation (BROE): Assessing the Monitoring and Evaluation Systems of IFC and MIGA.* Washington, DC: World Bank.

[2] International Finance Corporation (IFC). 2014. *IFC Annual Report 2014*. Page 95-99. The IDGs in this text refers to IFC Development Goals, not International Development Goals adopted by OECD/DAC in 1996.

Appendix G Qualitative Analysis of IEG Project Performance Assessment Reports: Approach and Methodology

1. Previous work by the Independent Evaluation Group (IEG) and ongoing World Bank Group research identified a strong statistical correlation between the ultimate development outcome of projects, and factors that are within the control of the Bank during the early stages of project development and supervision (IEG 2013; Geli, Kraay, and Nobakht 2014; Blum 2014; Denizer, Kaufmann, and Kraay 2013). The Results and Performance (RAP) team undertook qualitative analysis of Project Performance Assessment Reports (PPARs)—IEG's most in-depth project-level evaluations[1]—to further the knowledge and understanding of the project cycle's critical phases that are largely within control of the Bank.

2. The motivation for this exercise was the continuous decline in outcome ratings in Bank projects, and questions from stakeholders about why this is happening, what it might mean for Bank operations, and how performance can be improved. Different variables affect project performance, including deficiencies in project design, lack of country ownership, and external factors such as natural disasters.

3. This exercise focuses on World Bank performance and the elements in the project cycle that are under Bank control, which makes them more actionable. Note that the exercise is limited to research within entry and supervision, and does not try to develop or further establish a link between these and development outcome—that link is already established in evaluation and validation practice, and in ongoing Bank research.

4. The analysis seeks to unpack, or decompose, elements behind Quality at Entry (QAE) and Quality of Supervision (QOS) ratings through:

1. Identifying the positive and negative attributes of Bank support at entry (QAE), and during supervision (QOS)
2. Exploring the co-occurrence of these in projects rated satisfactory or otherwise for QAE and QOS
3. Elaborating on the composition of projects (combinations of positive and negative attributes) rated satisfactory or otherwise for QAE and QOS.

5. The analysis is based in the wealth of information available in PPARs completed by IEG between fiscal year (FY)09 and FY13 (five years), consisting of 109 PPARs that cover 203 projects (some PPARs assess more than one project). PPARs are the chosen source

documents because they are in-depth assessments of project performance that typically involve desk review, as well as stakeholder interviewing, fieldwork, and other research over an extended time; the assessment benefits from a long-term and often comparative perspective; and because PPARs constitute independent assessment that follows the Bank's own criteria for evaluating performance, thereby ensuring relevance.

6. Although the analysis takes in all PPARs conducted over the last five financial years, it is not, nor is it intended to be, representative of the universe of all projects. The research is exploratory in nature, designed to add depth to what is already known and, possibly, provide a base for more research into Bank performance using a representative sample of the Implementation Completion Report Reviews s.

7. Table G.1 shows the distribution of the PPARs reviewed across four operational areas (taxonomy used in the RAP series before the FY14 introduction of Global Practices at the Bank Group), Bank Regions, and instruments.

Table G.1. Typology of Projects Reviewed

Typology	Distribution of projects (percent)
Operational Areas	
Infrastructure	20
Economic development	48
Human development	24
Environment	7
Regions	
Africa	34
East Asia and Pacific	9
Europe and Central Asia	18
Latin America and the Caribbean	21
Middle East and North Africa	6
South Asia	12
Instrument	
Development policy operations	29
Investment lending	71

*Source:*IEG.
Note: total number of projects = 203.

8. Of the 203 projects evaluated within the 109 PPARs, 149 (73 percent) are rated as moderately satisfactory or better (MS+) for development outcome, which broadly reflects the overall success rate of all Bank projects in recent years.

9. The analysis does not identify sector-specific elements of Bank support, nor does it try to differentiate specific patterns between instruments. Instead, and given the small number of projects (203) subject to analysis, the focus is on overall factors and patterns.

EXPLORATORY WORD ANALYSIS AND VERIFICATION

10. Relevant sections (QAE and QOS) from the 109 PPARs covering 203 projects were extracted from the PPARs. Note that in a few cases, the PPAR has a single assessment for more than one project (for example, the PPAR evaluated a project series) and in others, such as development policy lending projects, there is no assessment of QOS.[2] Using ATLAS.ti software, a word count was executed for each collated file, excluding some words from the search (for example, "satisfactory" or "unsatisfactory") and other irrelevant grammatical elements (such as prepositions, and definite and indefinite articles). The word count identified the frequency of the use of individual words and the number of documents in which they appear. The results of the word count were analyzed to identify keywords based on their frequency, eliminating words considered to be redundant to the research (for example, "Bank," "entry," and "supervision").

11. The occurrence of each of the keywords was then traced directly to the QAE and QOS texts, respectively, to verify if they were related to performance and to identify associated terms. At this stage, the team also ran a word count of the last three years of Implementation Completion Report Reviews using Wordstat, to verify if keywords identified in the PPARs were also prominent in the wider population of project validations.[3]

DEVELOPING CODES AND A CODING FRAME

12. Informed by the results of the word analysis, the team reexamined all of the material to develop a preliminary coding framework for QAE and QOS, as shown in tables G.3 and G.5, respectively. Tables G.2 and G.4 describe the process used to develop the coding frame.

Table G.2. Exploratory Framework for Identification of Codes: Quality at Entry

Principal Keywords Identified	Related Terms	Suggested Broad Categories	Other Associated Terms
Government	Ownership, commitment, team experience, personnel turnover, Bank presence	Relationships	Consultation, dialogue, engagement, participation (ministries, implementing agencies, donors, IMF, UN)
Appraisal, resources, staff	Expertise, team experience, skill mix, Bank presence in country	Analysis	Technical—ESW, AAA, other (economic, fiduciary, financial, procurement), political economy, context
Lesson	Series, global, experience	Learning applied	—
Risk	Identification, mitigation	Risk and mitigation	Risk identified and mitigated, not mitigated, risk not identified, and so on
Framework, objectives	Realism, ambition	Technical	Results framework/chain, objective setting, indicators (output/outcome, input/output, availability), M&E (design, capacity, capabilities), project scope

Implementation capacity, institutional	Complexity	Ensuring capacity	Capacity of entities, developing new entities, experience, TA, training, resources, institutional
—	—	**Other**	Time pressure, budget, resources, personnel change, emergency, crisis, TTL, Country Director, Economist

Source: IEG.
Note: AAA = analytical and advisory activities; ESW = economic and sector work; IMF = International Monetary Fund; M&E = monitoring and evaluation; TA = technical assistance; TTL = task team leader; UN = United Nations.

13. Based on table G.2, the following coding frame was developed for QAE:

Table G.3. Quality at Entry: Coding Frame

Categories	Principal Codes	Description
Analysis	Institutional	The code includes the institutional design or the implementation arrangements set in place during the project design stage. An adequate institutional design implies adequate knowledge of the institutions involved in the project, including the capacity and expertise of their staff. Implementation arrangements are also considered since this entails adequate knowledge of the institutions in the field—for example, functioning and reach of non-governmental organizations, and decentralized government units.
	Political economy	This code refers to consideration of political aspects in project design. It involves the use of political analysis studies, incorporating this knowledge in project design; adequate assessment of government priorities; knowledge and consideration of stakeholders' incentives in project design; or, more generally, the project's context awareness.
	Technical	This includes several aspects related to: • Economic analysis: Refers to the adequacy of the analysis of costs and benefits that underlies project design; for example, the adequate estimation of costs, or the appropriate conduct of cost-benefit analysis, or proper estimation of rates of returns. All of these features are identified in the PPARs as a feature of project design (as opposed to the analysis of the project's efficiency, which is outside of the scope of this analysis). • Fiduciary arrangements: The code refers to elements of financial management or procurement in the project design. For example, this may speak to adequacy of a decentralized model of procurement, or to the emphasis on competitive tendering in procurement arrangements. • Other: Includes features like the engineering aspects of physical components, environmental and social factors, safeguards, and the extent to which the design incorporates relevant sector analysis.
Relationships	Bank team support	Includes elements of the Bank's team support such as timely preparation of the project, or the quality of the Bank team (for example, team members' expertise or experience).
	Government commitment	The code reflects the extent to which the government was committed to the project (or elements of it), as indicated by the PPAR.
	Stakeholder engagement	This code captures the Bank's efforts to engage with stakeholders, or the state of the relationship with them and the extent to which this affects project design. The code includes: • Collaboration between the Bank and the government in project design • Consultations that took place to feed into project design and/or the participatory aspect of project design, which may involve civil society, donors, government officials, private sector, and so on • Relationship and coordination with other development partners.
Learning applied	Lessons	The code reflects whether the project design incorporated lessons learned from either experience or knowledge. The different types of coding were further disaggregated.
	Type—Country*	The project uses lessons drawn from previous Bank operations in the same country as the project.
	Type—Series of projects*	The project uses lessons drawn from the experience with previous Bank projects in the same series (includes programmatic lending).
	Type—Global and Region*	The project uses lessons drawn from other countries about the same sector stemming from projects in different countries (within the same Region or not) or from countries with similar contexts or situations (for example, post-conflict).
	Type—Other*	The project uses lessons drawn from analytical work (Bank or other) such as IEG evaluations.
Risk and mitigation	Risks	The code reflects the identification of risks in project design.
	Mitigating measures	This refers to the inclusion of appropriate risk mitigating actions in project design.
Technical	M&E design	The code captures the adequacy of the project's monitoring and evaluation design.
	Objectives and results framework	This refers to several aspects of the project logical framework, including adequate sequencing of project activities, assessment of the project scope, or if there is duplication or overlap with other operations.

Source: IEG.
Notes: IEG = Independent Evaluation Group; M&E = monitoring and evaluation; PPAR = Project Performance Assessment Report. All the features, except the ones with asterisks, have two corresponding codes to account for the positive or negative expression of the attribute, trait, or behavior as reflected in the PPARs.

Table G.4. Exploratory Framework for Identification of Codes: Quality of Supervision

Principal Keywords Identified	Related Terms	Suggested Broad Categories	Other Associated Terms
Government	Collaboration, partnership, interaction, dialogue, working closely	Relationships	Actively engaged, proactive, government, ministries, implementing agencies, donors, IMF, UN
Mission	Field/site visits, local office	Presence	Frequent, regular, timely, aide memoirs, BTO reports, well documented
Procurement, staff, technical support	Problem solving, new approaches, solutions, proactivity, responsive, constructively critical, flexible	Support	Technical support, technical advice, analytical support, application of lessons, innovation, procurement, disbursement, staffing, financial management, other
Review (mid-term)/ restructure	Corrective action, advocacy, skills mix, experience		MTR, restructuring, changing course, formal, informal
Team (TTL)	Personnel change, turnover, duration of Bank engagement	Continuity	TTL, Country Director, Country Economist, country office, series of projects
Government, monitor, indicator, time delay	Ownership, commitment, M&E, time pressure, delays, budget, expertise, personnel change, access, results orientation	Constraints	Emergency, crisis, FCS, procurement, disbursement, TTL, Country Director, Country Economist
		Other	Risk, identification, mitigation, management, response, credibility

Source: IEG.
Note: BTO = back to office; FCS = fragile and conflict-affected states; IMF = International Monetary Fund; M&E = monitoring and evaluation; MTR = mid-term review; TTL = task team leader; UN = United Nations.

14. Based on table G.4, the following coding frame was developed for QOS:

Table G.5. Quality of Supervision: Coding Frame

Categories	Main Codes	Description
Continuity	Continuity, staff continuous involvement	The PPAR mentions the extent to which the country office was operating in the country or if the Bank was involved in a series of similar or related projects in the past, and these are expressed as factors in explaining the Bank's supervision quality.
Presence	Local office—TTL	This indicates if the PPAR mentions that the TTL was based in the country where the project was implemented, and the extent to which this contributed or otherwise to positive supervision ratings.
	Local office	This indicates whether the PPAR mentions that there was a local office in the country and the extent to which this contributed or otherwise to positive supervision ratings.
	Missions	Missions are identified as key aspects of project supervision, whether or not they were frequent or timely. This includes field and site visits and the extent to which they are regularly or otherwise undertaken.
Relationships	Stakeholder engagement	The Bank's collaboration, interaction, dialogue, and partnership with different stakeholders (government, ministries, donors, and the like). This also reflects whether the Bank is actively engaged, proactive, or unresponsive. If it is a positive attribute, it will be coded POS, and if it is negative (difficult relationship between the Bank and government, for example) it will be coded NEG.
Support	Corrective action	In the medium-term review, whether the Bank takes or fails to take corrective action in response to challenges and restructures the project. Typical corrective actions include change of objectives and/or components, reassignment of funds or provision for more financing, and change in the M&E framework.
	Persuasion	The Bank team advocates and uses persuasion when pushing for reforms or changes that are important for successful project implementation. This can be done formally or informally. The effort is irrespective of the result—that is, whether or not the Bank succeeded in persuading stakeholders.
	Problem solving	During implementation and in response to daily project-related issues, the Bank finds solutions, devises new approaches, and is proactive, responsive, and flexible through technical and analytical support in areas related to procurement, disbursement, staffing, financial management, or others. Issues related to deficiencies and limitations in these actions are also recorded here.
	Team expertise	This refers to the expertise, skills mix, and experiences of the Bank team directly involved in project implementation. This code includes good staff expertise or limited expertise are highlighted in the PPAR assessment of supervision quality.
Constraints	Access *	The project faced important restrictions regarding access to project areas, security issues, and so on. This imposed more constraints in logistics and coordination, and therefore affected project implementation and supervision. Only the presence of these challenges will be identified through this

	code.
Country capacity *	Limitations in the capacity and expertise of the government's institutions, agencies, and the like are identified in the PPAR as important constraints for project implementation.
Delays *	The code will identify projects where there were delays—for example, when the project faced delays in procurement or disbursement, regardless of why. Similarly, the code will not differentiate whether the government, Bank staff, or private sector caused the delays. Delays caused by other factors such as approval of laws, hiring, natural disasters, and so on, will also be considered in this code.
Emergency time pressure *	Project implementation is under pressure because of an emergency or crisis situation. This code will identify where this happened.
Government ownership *	Issues arose during project implementation regarding government's ownership and commitment to the project. This code refers to the lack of government ownership—when ownership is positive, it will not be coded. (If the government did not provide the counterpart financing, or did so with delays, it would be considered a budgetary issue and will not be coded under government ownership.)
M&E *	Limitations or problems relating to the articulation of project objectives (for example, when they are vague or incomplete) and to the state of the M&E framework (inadequate outcome indicators, for example) translate into constraints for project supervision. It will be coded only when the M&E framework has limitations.
Personnel change *	Key members of the project team left the team; this is identified as a factor explaining the quality of the Bank's supervision effort (TTL, Country Director, Country Economist, and so on).
Project financing *	The project faced budget constraints either because the costs were higher than expected or financing (Bank or donors) was inadequate (for example, commitments were unfulfilled). Only the constraints will be coded here (negative attribute). Disbursements or procurement delays are different issues. Although they can affect the availability of funds for needed investments, expenses, and the like, those cases will be coded in "Constraints-Delays" and will not be included here.
Supervision budget *	This refers to constraints in the Bank supervision budget.

Notes:The shaded codes are descriptive and do not capture supervision attributes, traits, and behaviors. All features, except those with asterisks, will have two corresponding codes to account for the positive or negative expression of the attribute as stated in the PPARs.

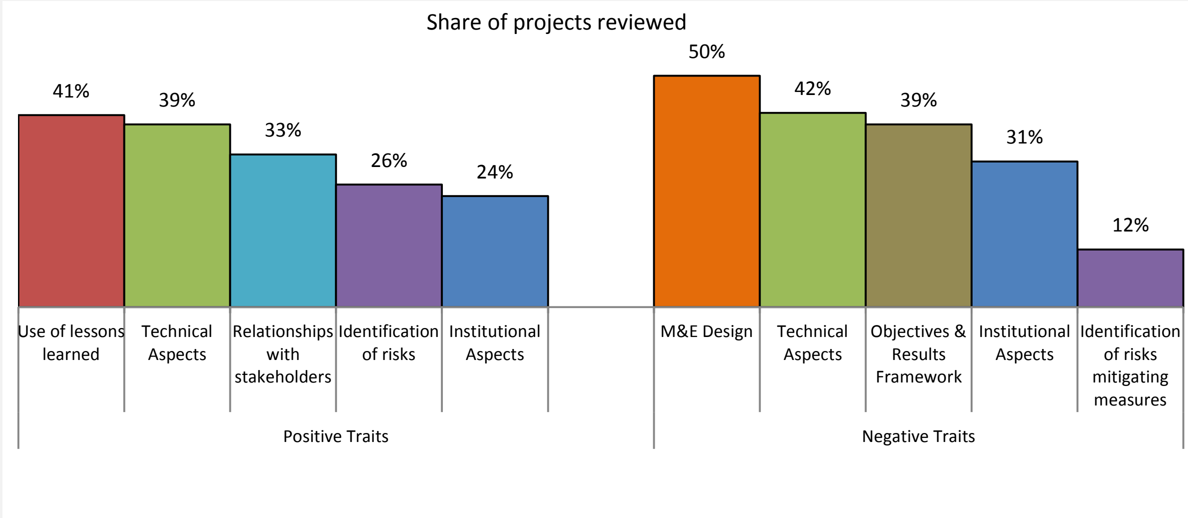
CODING THE TEXT

15. Relevant QAE and QOS text was coded in ATLAS.ti using the coding frames in tables G.3 and G.5, respectively.

16. The coding frame for QAE and QOS provide separate codes to distinguish between positive and negative attributes, per the narrative of the PPAR. For instance, inadequate attention to fiduciary aspects in QAE is coded "Technical Analysis - NEG," and adequate monitoring and evaluation design is coded "M&E – POS." That is, each of the features in QAE and QOS has two codes to capture both the positive and negative (existence or omission) qualification of that attribute.

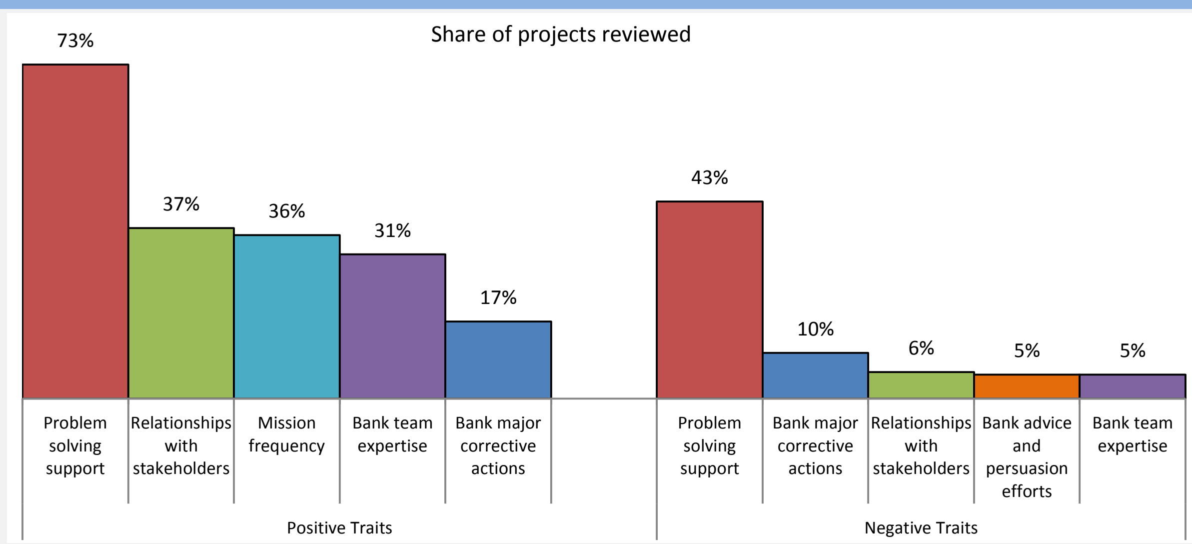
17. Figures G.2 and G.3 show the proportion of key positive and key negative attributes found with respect to QAE and QOS.

Figure G.2. Positive and Negative Attributes of Practice Influencing Quality at Entry Ratings



Source: IEG.
Note: M&E = monitoring and evaluation.

Figure G.3. Positive and Negative Attributes of Practice Influencing Quality of Supervision Ratings



Source: IEG.

18. Note that in some instances, more than a single project assessment can highlight both a positive and negative presence of a given attribute. For example, "relationships" can be coded as a positive when it refers to consultations with civil society to gather inputs on project design, but the PPAR might also observe shortcomings in coordination with other development partners in some components of the project. Similarly, some risks might have been adequately identified, but not others. When this occurs, the positive and negative aspects

of a single attribute are linked to the project in question (that is, two codes are applied: Risks-NEG and Risks-POS, for example).

19. The following principles were used in the coding exercise:

- Least judgment. Efforts were made to take the evaluator's assessment in the PPAR at face value, applying the least judgment possible. This involved:
  - Coding of positive and negative attributes separately, without adding weight to different elements of Bank performance. For example, technical aspects considered in the design that relate to fiduciary matters might have been coded positively (POS), while other engineering aspects of the design might be coded negatively (coded NEG). Given that these characteristics pertain to the same category ("technical aspects"), there are two different codes in the same project ("technical aspects – POS" and "technical aspects – NEG").
  - No judgment of the quality of the evaluator's assessment. For example, given the varied amount of text in PPARs and the fact that there are relatively short descriptions of qEA and QOS in some of them, any mention of an attribute or trait was included, even if it is not further explained in the text. The assumption is that the most important aspects are highlighted in the PPAR assessment, especially in a short description, and therefore they should not be discarded. It is also presumed that the PPAR evaluator had the best information and knowledge of the issues in the field.
- Transparency. By using text analytics software and providing a description of the code, the results can be seen and verified. In the cases where judgments were made, a note to the specific text extract was added.
- Applicability of findings. Sector- or country-specific issues were not included. The assumption is that overall Bank performance is directly associated with the given rules, staff incentives, and other operational issues that are general throughout the organization.

ANALYSIS

20. After the coding exercise, the data were subject to analysis in ATLAS.ti that allowed for the production of basic frequencies showing the incidence of individual codes within the PPARs and the co-occurrence of two or more codes in PPARs. This analysis also made it possible to develop cross tabulations to identify the hierarchy of dominant attributes in projects rated MS+ and of those rated moderately unsatisfactory or worse (MU–) in both categories (QAE and QOS), and for the team to link these to particular examples. It is important to note that favorably rated projects contain both positive and negative attributes,

as do projects rated below the line. To best present and represent this, the team conducted analysis to identify the ratio of the occurrence of individual attributes within both favorably and unfavorably rated projects. That enabled identification of the extent to which any given attribute contributes to a favorable, or less favorable, QAE or QOS rating.

21. Figures G.4 and G.5 show the full range of attributes associated with projects rated MS+ and better and projects rated MU– and worse for, respectively, QAE and QOS. These figures highlight the co-occurrence of both positive and negative attributes in all projects, regardless of the ultimately rating. They also provide a useful visual take, particularly for QAE, on the relative complexity of interaction of attributes in the context of projects rated MS+, compared with the less nuanced profile of projects rated MU–.

Figure H.4. Profile of Positive and Negative Attributes for Projects Rated MS+ and MU– for QAE

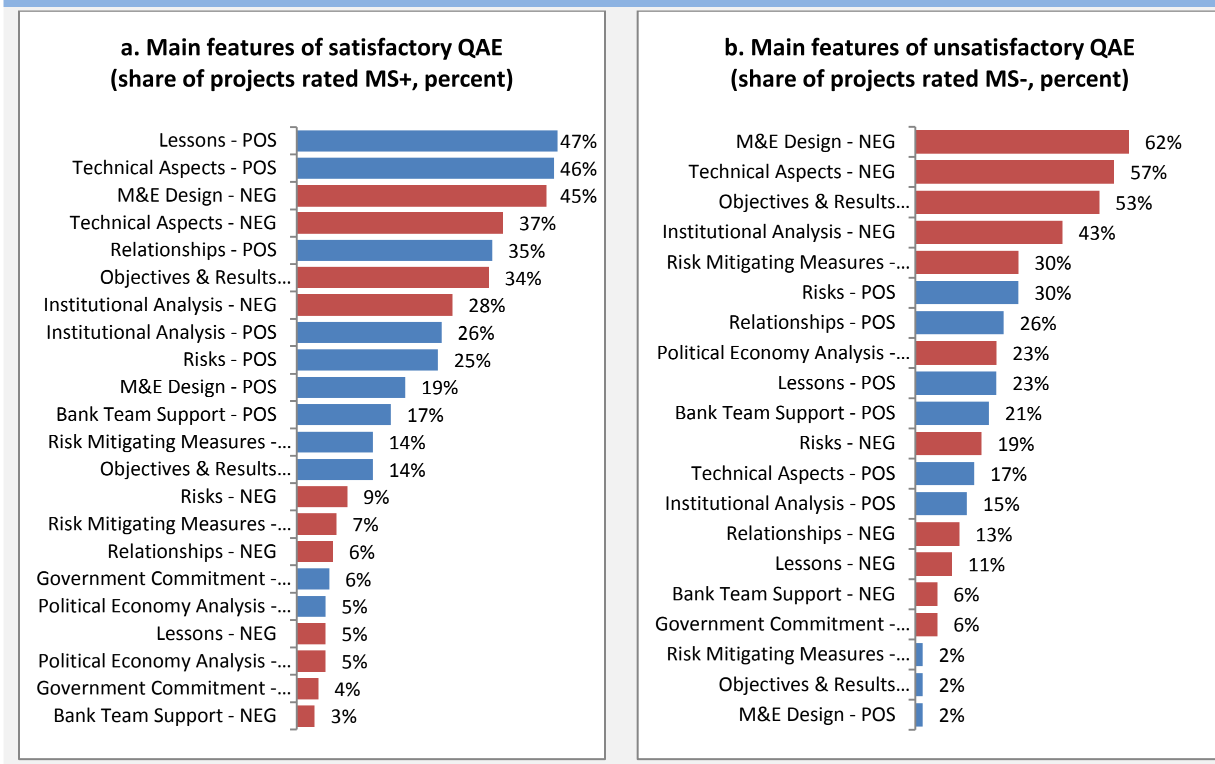
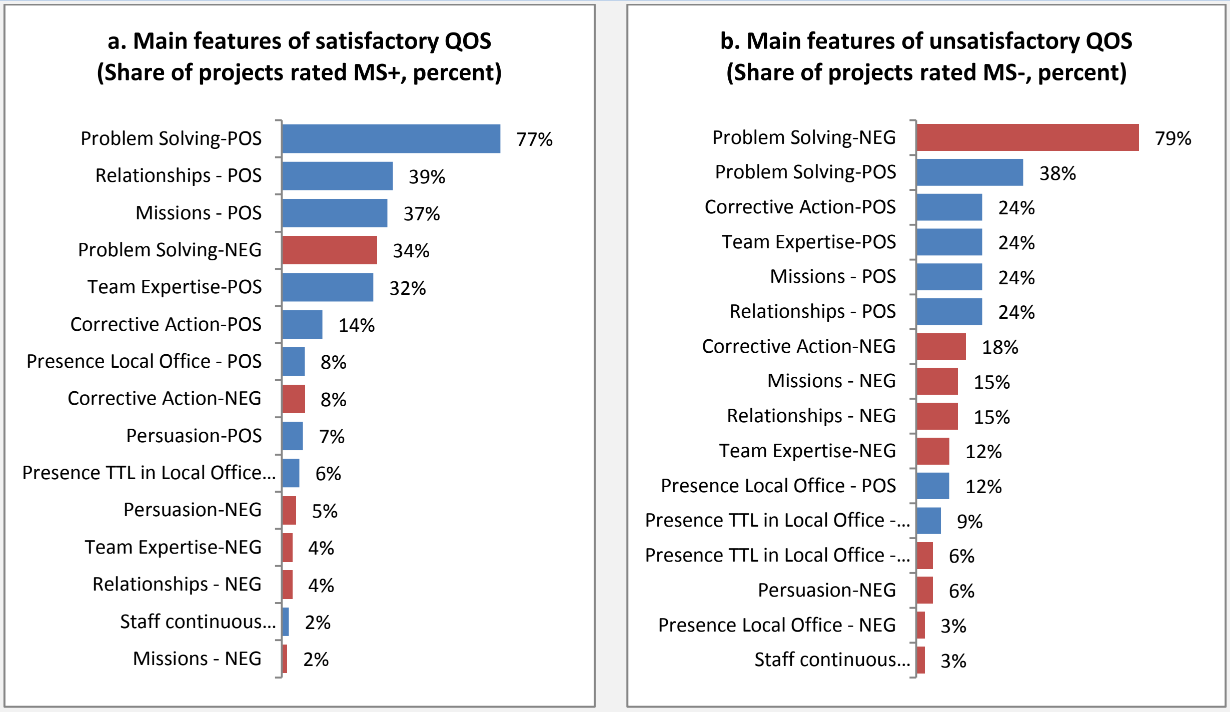


Figure G.5. Profile of Positive and Negative Attributes for Projects Rated MS+ and MU– for QOS



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Endnotes

[1] Note that the analysis will not identify sector-specific elements of Bank support or try to differentiate specific patterns between instruments. Instead, given the small number of projects subject to the analysis, the focus is on overall factors and patterns.

[2] No rating for Supervision is provided in some instances.

[3] Verifying the significant presence of these terms in the Implementation Completion Review Reports opens the possibility for more associated research beyond the Results and Performance exercise into the broader, more representative universe of project evaluations.

Appendix H
Work Quality Factors Observed in IFC Investment Projects

1. In the 2013 RAP, IEG presents the most frequently identified work quality factors for IFC investment projects. This Annex presents more detailed results.

Figure H.1. Work Quality Factors Observed for IFC Projects with Both High and Low Ratings for Overall Work Quality

Work Quality Factors Identified in Project Documents	With Positive IEG WQ Rating (n=148)			With Negative IEG WQ Rating (n=58)				Grand Total		
	No. of projects	Identified as positive (%)	Rank	No. of projects	Identified as positive (%)	Rank	Difference (%)	No. of projects	Identified as positive (%)	Rank
Risk identification	120	88%	1	52	54%	1	34%	172	77%	1
Client assessment	92	88%	5	46	41%	2	47%	138	72%	2
E&S supervision and follow-up	98	90%	2	37	95%	3	-5%	135	91%	3
IFC Team advice	95	88%	3	34	59%	5	29%	129	81%	4
E&S Client engagement and follow-up	94	99%	4	28	89%	8	10%	122	97%	5
E&S assessment, analysis, and categorization	85	92%	7	31	68%	6	24%	116	85%	6
Client / partner relationship	92	95%	5	24	88%	13	7%	116	93%	6
Supervision - general	73	97%	9	37	70%	3	27%	110	88%	8
Risk mitigation	73	90%	9	27	44%	10	46%	100	78%	9
Supervision - client contact	79	99%	8	21	76%	14	23%	100	94%	9
Structuring terms, conditions, and covenants	70	89%	11	27	56%	10	33%	97	79%	11
Market and country assessment / analysis	70	84%	11	27	44%	10	40%	97	73%	11
Structuring (general)	63	90%	13	28	61%	8	29%	91	81%	13
Financial projections / assumptions	50	54%	15	29	31%	7	23%	79	46%	14
Supervision - desk	57	98%	14	20	70%	15	28%	77	91%	15
Client engagement and follow-up	38	95%	16	19	79%	16	16%	57	89%	16
IFC Team corporate governance	37	84%	17	18	56%	17	28%	55	75%	17
E&S Risk identification / mitigation	29	90%	18	11	91%	18	-1%	40	90%	18
Structuring instrument selection	28	100%	19	10	60%	19	40%	38	89%	19
Structuring clearly designed exit strategy	13	77%	20	10	20%	19	57%	23	52%	20
E&S General	2	100%	21	3	67%	21	33%	5	80%	21

Appendix H
Work Quality Factors Observed in IFC Investment Projects

Figure H.2. Work Quality Factors Observed for IFC Projects with Both High and Low Ratings for IFC's Screening, Appraisal, and Structuring Rating

Work Quality Factors Identified in Project Documents	Positive IEG SAS Rating (n=117)			Positive IEG SAS Rating (n=89)				Grand Total		
	No. of projects	Identified as positive (%)	Rank	No. of projects	Identified as positive (%)	Rank	Difference (%)	No. of projects	Identified as positive (%)	Rank
Risk identification	91	95%	1	76	59%	1	36%	167	78%	1
Client assessment	71	99%	2	58	50%	2	49%	129	77%	2
E&S assessment, analysis, and categorization	48	94%	5	44	75%	3	19%	92	85%	3
Risk mitigation	56	98%	3	35	46%	7	52%	91	78%	4
Market and country assessment / analysis	48	94%	5	42	55%	4	39%	90	76%	5
Structuring terms, conditions, and covenants	50	98%	4	33	52%	8	46%	83	80%	6
Structuring (general)	40	100%	7	39	69%	6	31%	79	85%	7
Financial projections / assumptions	34	74%	8	40	20%	5	54%	74	45%	8
Structuring instrument selection	18	100%	9	15	73%	10	27%	33	88%	9
E&S Risk identification / mitigation	10	80%	11	17	88%	9	-8%	27	85%	10
IFC Team advice	11	82%	10	10	30%	11	52%	21	57%	11
Structuring clearly designed exit strategy	10	80%	11	8	13%	12	67%	18	50%	12
Client / partner relationship	8	75%	13	4	50%	13	25%	12	67%	13
Client engagement and follow-up	2	100%	15	2	100%	14	0%	4	100%	14
Supervision - general	3	100%	14	1	0%	16	100%	4	75%	14
IFC Team corporate governance	1	100%	16	2	100%	14	0%	3	100%	16
E&S General	1	100%	16	1	100%	16	0%	2	100%	17
E&S supervision and follow-up	1	100%	16	1	100%	16	0%	2	100%	17
E&S Client engagement and follow-up	1	100%	16				100%	1	100%	19
Supervision - client contact	1	100%	16				100%	1	100%	19

Figure H.3. Work Quality Factors Observed for IFC Projects with Both High and Low Ratings for IFC Supervision Quality

Work Quality Factors Identified in Project Documents	Positive IEG SUP Rating (n=173)			Negative IEG SUP Rating (n=33)				Grand Total		
	No. of projects	Identified as positive (%)	Rank	No. of projects	Identified as positive (%)	Rank	Difference (%)	No. of projects	Identified as positive (%)	Rank
Supervision - general	85	99%	1	18	39%	1	60%	103	88%	1
E&S supervision and follow-up	82	93%	3	16	81%	2	12%	98	91%	2
Supervision - client contact	83	100%	2	14	57%	3	43%	97	94%	3
Supervision - desk	62	97%	4	14	64%	3	33%	76	91%	4
Client / partner relationship	62	98%	4	9	78%	5	20%	71	96%	5
Client engagement and follow-up	32	94%	6	3	67%	8	27%	35	91%	6
E&S Client engagement and follow-up	24	96%	7	5	100%	6	-4%	29	97%	7
IFC Team advice	19	95%	8	5	40%	6	55%	24	83%	8
IFC Team corporate governance	3	67%	9	3	67%	8	0%	6	67%	9
Structuring (general)	2	100%	11	1	0%	10	100%	3	67%	10
Client assessment	2	50%	11	1	0%	10	50%	3	33%	10
Risk mitigation	3	67%	9				67%	3	67%	10
E&S Risk identification / mitigation	1	100%	13	1	100%	10	0%	2	100%	13
Structuring clearly designed exit strategy	1	100%	13	1	0%	10	100%	2	50%	13
Market and country assessment / analysis	1	0%	13	1	0%	10	0%	2	0%	13
Risk identification				1	0%	10	0%	1	0%	16
Financial projections / assumptions	1	100%	13				100%	1	100%	16
Structuring terms, conditions, and covenants	1	100%	13				100%	1	100%	16

Figure H.4. Work Quality Factors Observed for IFC Projects with Both High and Low Ratings for IFC's Role And Contribution

Work Quality Factors Identified in Project Documents	Positive IEG R&C Rating (n=155)			Negative IEG R&C Rating (n=51)				Grand Total		
	No. of projects	Identified as positive (%)	Rank	No. of projects	Identified as positive (%)	Rank	Difference (%)	No. of projects	Identified as positive (%)	Rank
E&S Client engagement and follow-up	76	99%	1	15	87%	1	12%	91	97%	1
IFC Team advice	67	91%	2	15	67%	1	24%	82	87%	2
IFC Team corporate governance	34	82%	3	11	45%	3	37%	45	73%	3
Client / partner relationship	30	100%	4	2	50%	10	50%	32	97%	4
E&S supervision and follow-up	22	86%	5	9	100%	4	-14%	31	90%	5
E&S assessment, analysis, and categorization	14	93%	6	8	75%	5	18%	22	86%	6
Client engagement and follow-up	10	90%	7	8	75%	5	15%	18	83%	7
Structuring terms, conditions, and covenants	5	80%	10	6	67%	7	13%	11	73%	8
E&S Risk identification / mitigation	7	100%	8	4	100%	8	0%	11	100%	8
Structuring (general)	6	67%	9	1	0%	15	67%	7	57%	10
Risk mitigation	3	100%	12	2	100%	10	0%	5	100%	11
Structuring instrument selection	4	100%	11	1	100%	15	0%	5	100%	11
Client assessment	1	0%	16	3	0%	9	0%	4	0%	13
Financial projections / assumptions	2	100%	13	2	0%	10	100%	4	50%	13
E&S General	1	100%	16	2	50%	10	50%	3	67%	15
Structuring clearly designed exit strategy	1	100%	16	2	50%	10	50%	3	67%	15
Risk identification	1	100%	16	1	0%	15	100%	2	50%	17
Market and country assessment / analysis	2	100%	13				100%	2	100%	17
Supervision - client contact	2	100%	13				100%	2	100%	17
Supervision - desk	1	100%	16				100%	1	100%	20
Supervision - general	1	100%	16				100%	1	100%	20

Appendix I
MIGA Project Evaluation Reports Included in RAP 2014

Evaluation Year	ID	Project Enterprise	Sector	Country	Region	Approval FY
FY09	5035	Barclays Bank of Ghana, Ltd	Financial	Ghana	AFR	2006
FY09	6251	Meridian Development, Ltd	Others	Ghana	AFR	2006
FY09	4386	Cotecna Destination Inspection, Ltd	Services	Nigeria	AFR	2006
FY08	4906	Manaksia India Nigeria, Ltd (MINL)	Manufacturing	Nigeria	AFR	2005
FY09	6725	SGS Scanning Nigeria, Ltd	Services	Nigeria	AFR	2006
FY09	5764	Shenzhen Water Co, Ltd	INFRA	China	ASIA	2006
FY08	5054	Anvil Mining Congo, SARL	Mining	Dem. Rep. of Congo	AFR	2005
FY10	6572	PT MTU Detroit Diesel Indonesia	Services	Indonesia	ASIA	2006
FY10	7207	Commercial Bank Delta Credit CJSC	Financial	Russian Federation	ECA	2007
FY10	7583	ZAO UniCredit Bank Russia	Financial	Russian Federation	ECA	2009
FY11	6589	Areeba/MTN Afghanistan LLC (*)	INFRA	Afghanistan	ASIA	2007
FY11	5694	Priorbank JSC Minsk	Financial	Belarus	ECA	2005
FY11	6991	Banco Rabobank International Brasil S.A.	Financial	Brazil	LAC	2005
FY11	6153	Vila do Conde Transmissora de Energia, Ltd.	INFRA	Brazil	LAC	2007
FY11	6057	The Societe Cotonniere du Gourma S.A.	Agribusiness	Burkina Faso	AFR	1998
FY11	6044	Raiffeisen Leasing d.o.o. Croatia (*)	Financial	Croatia	ECA	2005
FY11	7147	Congo Equipment SPRL	Services	Dem. Rep. of Congo	AFR	2008
FY11	5635	Autopistas del Norte C. Por A.	INFRA	Dominican Republic	LAC	2006
FY11	6353	Termoguayas Generation S.A.	INFRA	Ecuador	LAC	2007
FY11	5180	ENSER S.A.E.	INFRA	Egypt	AFR	2005
FY11	7212	Orange Bissau S.A.	INFRA	Guinea-Bissau	AFR	2008
FY11	4597	Hydelec Sahanivotry Madagascar S.A.	INFRA	Madagascar	AFR	2008
FY11	7552	I.C.S. Raiffeisen Leasing S.R.L.	Financial	Moldova	ECA	2008
FY11	5165	Trade and Development Bank	Financial	Mongolia	ASIA	2006
FY11	6919	Aarti Steel (Nigeria) Limited	Manufacturing	Nigeria	AFR	2009
FY11	4595	ZAO Raiffeisenbank Moscow (****)	Financial	Russian Federation	ECA	2004
FY11	4887	Umeme Power Company	INFRA	Uganda	AFR	2005
FY11	7439	Raiffeisen Leasing AVAL LLC (RLAV)	Financial	Ukraine	ECA	2008
FY11	7585	UKRSOTSBANK	Financial	Ukraine	ECA	2008
FY11	7171	Botnia S.A.	Manufacturing	Uruguay	LAC	2007
FY12	6157	Porto Primavera	INFRA	Brazil	LAC	2009
FY12	6167	Societe Burkinabe de Promotion Hoteliere	Tourism	Burkina Faso	AFR	2007
FY12	7213	Orange Centrafrique S.A.	INFRA	Central African Republic	AFR	2008
FY12	7555	Chongqing Water Group Co., Ltd	INFRA	China	ASIA	2009
FY12	7135	Autopistas del Sol S.A.	INFRA	Costa Rica	LAC	2008
FY12	7980	Unicredit Bank Hungary Zrt. (BACH)	Financial	Hungary	ECA	2009
FY12	7948	ATF Bank JSC	Financial	Kazakhstan	ECA	2010
FY12	7933	KBC Bank - Absolut Bank	Financial	Russian Federation	ECA	2009
FY12	7598	Cotecna Inspection SA, Senegal Branch	Services	Senegal	AFR	2009
FY12	8060	Unicredit Bank Serbia JSC	Financial	Serbia	ECA	2009
FY13	7049	Doraleh Container Terminal S.A.	INFRA	Djibouti	AFR	2008
FY13	8007	OOO Ken-Pak Zavod Upakovki	Manufacturing	Russian Federation	ECA	2010
FY13	7469	OOO Sunty	Manufacturing	Russian Federation	ECA	2010

Appendix J
Results Frameworks in World Bank Group Country Partnership Strategies

1. In fiscal year 2014 the World Bank Group approved 25 Country Partnership Strategies (CPSs). Each of the strategies formulated a set of objectives to be achieved during the strategy period. There are a total of 304 objectives across the 25 CPSs. The results frameworks in these CPSs are assessed along two dimensions: (i) the logical results chains that explain how the Bank Group expects to achieve each of the stated objectives, and (ii) the results measurement systems that gauge the achievement of each stated objective. A strong CPS results framework should provide a clear results chain and a useful results measuring mechanism for each objective.

2. A key component of the results chain is the articulation of how the Bank Group plans to use the various instruments at its disposal to achieve the stated objective, and a coherent discussion of how the Bank Group envisions working with other partners to achieve the objective. A strong results chain should provide clarity on the main underlying assunptions whose fulfillment is critical for the Bank Group to achieve the objective .

3. To measure the achievement of each objective, the results measurement system requies appropriate indicators that are measurable and relevan to the objective. That is, the strength of the results measurement system depends on the measurability of the results indicators, and the extent to which the selected indicators match the scope of the relevant objective.

4. Applying the criteria in Box J.1, each of the 304 objectives from the 25 CPSs is rated on a three-point scale for the strength of its results framework and results measurement system. Table J.1 summarizes the IEG ratings for the 25 CPSs.

Box J.1. Rating Criteria for CPS Results Frameworks

Results measurement

- Measurability of indicators:
  0—There is no indicator, or indicators are not measurable
  1—Indicators are measureable, but there is no baseline or target
  2—Indicators are measurable, and all baseline and targets are provided
- Scope of indicators:
  0—Indicators are not aligned with the stated objective
  1—Indicators are only partially aligned with the stated objective (either too narrow or too broad)

2—Indicators are well aligned with the stated objective

Results chain

- Internal synergy of Bank, IFC, and MIGA instruments:
  0—There is only a list of planned instruments or no mention of instruments
  1—There is a credible discussion of how instruments will be used to achieve objective
  2—There is a convincing and detailed story of how instruments will contribute to objective
- Working with partners (the government, other donors, civil society, private businesses, and the like):
  0—There is no mention of potential partners
  1—Partners are mentioned
  2—Partners are mentioned accompanied by a good discussion.

Source: IEG.

Table J.1. Strength of CPS Results Frameworks, FY14

	Objectives	Results Indicators		Results Chain	
		Meaurement	Scope	Synergy	Partnership
Armenia	Enabling environment for business operations improved	2	2	2	1
	Institutional framework for export development improved	2	2	1	1
	Entrepreneurship and innovation enhanced	2	1	1	0
	Access to Finance for enterprises enhanced	2	2	2	2
	Expansion of tourism activities	2	2	1	2
	Reduced energy costs and water losses as a result of targeted investments and informed decision making	2	2	0	0
	Improved efficiency and sustainability of land and pasture use	2	1	0	1
	Increased reliability of transmission network	2	1	1	2
	Selected rural roads improved as part of a wider strategy to improve both doemstic and external connectivity	1	2	1	2
	Improved quality of care in MCH and NCD	2	1	2	2
	Coverage of poor population by state guaranteed health services expandde and utilization of health services by poor quintile improved	2	2	1	1
	Teaching and Learning in High Schools is enhanced	2	1	2	0
	Improved school readiness among those having access to newly created preschool education	2	2	2	0
	Further improvement of targeting and coverage of social assistance programs	2	2	2	2
	Institutional framework for fight against corruption and conflict of interest improved	2	1	1	1
	Improved legal and regulatory framework	2	1	1	1
	Internal control system in government improved	2	2	2	2
	Increased efficiency of tax administration	2	2	0	1
Belarus	Progress made in structural reforms	2	1	2	1
	More transparent management of public resources	2	1	2	1
	Improved financial inclusion	2	1	2	2
	Increased diversification of financial market	2	2	2	2

	Improved business environment for private entrepreneurs/investors	2	1	2	1
	Stronger reliance of the economy on private sector	2	1	2	1
	Increased energy efficiency in the Bank supported projects	2	1	2	1
	Increased use of renewable energy resources in the Bank supported projects	2	1	2	1
	Forestry sector reform roadmap developed	2	2	2	2
	The cost of compliance for agribusiness reduced	2	2	2	1
	Increased efficiency of food sector	2	1	2	1
	Improved quality of supplied water	2	2	2	1
	Improved performance of wastewater treatment systems	2	2	2	1
	Reduced amount of waste disposed at landfill and higher rates of material recovery from solid waste	2	2	2	2
	Transport costs for road users on the upgraded sections of the M5 road reduced as measured by:	2	2	1	1
	Road safety improved on the upgraded sections of the M5 road	2	2	1	1
	Long-term care services reforms roadmap developed	2	2	2	2
	Enhanced capacity of the national employment service to use labor market data for policy design sustained	2	1	2	2
	Continued reforms in the area of school network reorganization	2	NA	2	2
	Roadmap for health sector reform developed	2	2	2	2
Burkina Faso	Macroeconomic stability and a more efficient financial system conductive to higher investment by the private sector	2	1	2	1
	A higher skilled workforce and less unemployment	2	2	2	1
	Reduced infrastructure deficits (Energy Roads, ICT) and more effective value chains	2	1	2	1
	Improved public financial management for good governance	2	1	2	2
	Expanded access by the poor to quality social services	2	2	2	2
	Strong social safety net systems	2	1	1	1
	Enhanced food security	2	1	1	1
	Better disaster and risk management	2	2	2	2
Croatia	Improving sustainability of revenue enhancing policy	2	2	2	2
	Improving the targeting of social assistance programs	2	2	1	2
	Introducing cost rationalization measures in the health sector	2	1	1	1
	Contributing to the coherence and implementation of strategic plans in railway and energy sectors	2	2	2	2
	Improving efficiency and reducing arrears in the judicial system	2	1	1	1
	Contributing to diversity and security of energy supply by financing energy efficiency and renewable energy projects	2	1	1	1
	Supporting competitive local companies to expand in the region and increase exports	2	1	2	2
	Improving coherence and credibility of national strategic and policy documents needed for the EU funds absorption and management	2	2	2	2
	Contributing to Croatia's readiness and capacity to build the project pipeline for absorbing EU funds in selected sectors	2	2	2	2
Georgia	Expanded and strengthened social protection system (TSA and pensions)	2	1	2	2
	Expanded “universal health coverage (UHC)” program and institutionalization of health service quality assurance processes	2	1	2	2

	Essential knowledge base for general education and preschool education elaborated	1	1	1	2
	The identification, prioritization and implementation of public investments improve	2	1	2	2
	Sustained progress towards the adoption of modern public sector and fiscal management systems	2	1	2	2
	Strengthening participatory local development and greater social accountability	2	2	0	0
	Key legal, regulatory or institutional constraints for the private sector are addressed, including in the regions	2	1	2	2
	Provision of infrastructure and services to facilitate growth	2	2	2	2
	Improved framework for matching labor supply with demand	1	1	0	2
Ghana	Strengthen public financial management and improve egovernance	2	1	2	2
	Strengthen national M&E and statistical system	2	1	2	2
	Strengthened land administration	2	1	2	2
	Increase transparency in the oil and gas sector	2	1	0	1
	Strengthen local government capacity	2	1	1	1
	Improve education	2	1	2	2
	Improve skills development and technology adoption	2	1	2	2
	Increased trade in electricity	2	2	2	2
	Improve mobility of goods and passengers	2	2	2	2
	Improved land and water management	2	2	2	2
	Increased adoption of new agricultural technologies	2	2	2	1
	Improved management of fish and aquatic resources	2	2	1	1
	Expansion of social protection	2	2	2	2
	Improving maternal health	2	1	2	2
	Increase access to improved water supply and sanitation	2	2	2	1
Guinea	Improved mining governance structure and transparency	2	2	2	2
	Improved transparency of the public sector including HR system management	2	1	0	1
	Budget reform introduced including citizen monitoring	1	2	1	0
	Improved commercial and operational efficiency of electric company	2	2	0	1
	Improved agricultural productivity	2	1	2	1
	Improved ICT connectivity and transformation	2	2	0	0
	Enhanced technical skills to boost private sector development	2	1	0	0
	Improved institutional framework to broaden investment opportunities	2	1	1	1
	Enhanced regional integration and improved regulation of transport subsectors	2	1	0	1
	Improved access to basic service delivery	2	2	0	1
	Improved skills for job creation	2	1	0	1
	Functional social safety net system established	1	2	0	0
Jamaica	Strengthened government capacity to manage debt, the public pension system and public sector investment program	2	2	1	0
	Improved performance of public administration institutions critical to private sector development	2	1	0	2
	Improved business conditions and access to credit, in particular for MSMEs	2	1	1	1
	Modernized and increasingly diversified energy sector and transport	2	1	1	1

	infrastructure				
	Enhanced technological adoption, improved skills mix, and fostered investments in high potential sectors	2	1	1	1
	Strengthened social protection programs and improved institutional capacity for their management	2	1	0	1
	Increased opportunities for poor and vulnerable	2	1	0	1
	Improved institutional capacity to plan and respond to climate change events and natural disasters	2	1	1	0
Kenya	Reliable and efficient energy supply, including through regional cooperation	2	1	0	0
	Enhanced logistics and distribution network, and more efficient major gateways	2	1	0	1
	Strengthened Planning and Management of Urban Growth	2	1	1	2
	Improved Enabling Environment for Private Investment	2	1	2	1
	Greater Agricultural Productivity	2	2	2	0
	Increased women’s access to health services	2	2	0	0
	Increased women’s access to water services	2	2	0	0
	Enhanced Market Skills for Youth at risk	2	1	0	1
	Enhanced and More Systematic Social Protection	2	2	0	0
	Improved Capacity to Manage Risks from Climate Change	2	2	2	1
	Greater Citizen Feedback on the Quality of Service Delivery in Key Sectors	2	1	0	1
	Better Provision of Health and Sanitation Services by Counties	2	1	2	2
	Adequate Systems to Monitor Performance of Services Delivered by Counties	2	2	0	1
Kyrgyz	Progress in institutionalizing a more meritocratic public administration	2	1	2	2
	Improving access to affordable civil justice	2	1	2	1
	Increasing villages with access to improved social and economic infrastructure	1	1	0	0
	Increase on the percentage of Grade 4 students that master the competency required by the curriculum in reading	2	1	2	2
	Mortality rate from cardiovascular disease	2	1	2	2
	Share of Social Assistance spending on poverty-targeted programs	2	1	1	1
	Share of the poorest quintile population covered by Social Assistance	2	1	1	0
	Improved access to finance for MSMEs as measured by a volume of outstanding MSME loans provided by MFIs supported by IFC	2	1	2	1
	Increased private credit bureau coverage	2	1	2	1
	Increased number of registrations in collateral registry	2	1	2	1
	Reduced tax compliance cost for businesses	2	1	2	1
	Decreased regulatory compliance cost and improved quality of the business inspections in pilot agencies	2	1	2	1
	Increase in gross value of output in participating farms of 30%	2	1	2	1
	Expanded cold storage capacity	2	1	1	1
	Energy loss reduction, measured through total distribution loss	2	1	2	2
	Increase share of rural population with access to an all-season road	2	1	2	1
	Water distribution to farmers within 80 percent of the rehabilitated systems closely matches the crops' irrigation water demands	2	1	2	1
	On farm irrigation and drainage systems will be rehabilitated and managed in an efficient manner	2	1	2	1

	Number of Pasture Committees with increased pasture performance rating	2	1	2	2
	Transparent and competitive Mining Tenders in line with international best practices held on Togolok deposit and other mineral deposits	2	1	0	1
Liberia	Increased access to reliable and affordable energy	2	2	2	2
	Increased access to reliable transportation services; Incorporate capacity-development/gender	2	2	2	2
	Increased access to telecommunications services	2	2	2	1
	Improved management and productivity in agriculture, forestry and fisheries; Capacity-development/gender	2	2	1	1
	Improved enabling environment and increased access to finance for Liberian SMEs	2	2	2	1
	Improved conditions for learning and management capacity in basic education; capacity development/gender	2	2	2	2
	Improved capacity of health service delivery in selected secondary-level health facilities; capacity-development/gender	2	1	2	2
	Improved protection of poor and vulerable households; capacity-development/gender	2	1	2	2
	Improved public financial management; capacity-development/ gender	2	1	2	2
	Improve land administration; capacity development	2	1	1	1
Mauritania	Improved Financial services for MSMEs	2	1	2	2
	Improved regulatory climate	2	1	2	1
	Improved targeted Inter-Urban roads	2	2	1	2
	Increase supply of electricity to households and industry	2	1	2	2
	Increased electricity export to Senegal and Mali	2	2	2	1
	Increased Access to Internet Services	2	2	2	2
	Improved management of fishery resources	2	1	2	2
	Improved crop yield	2	2	2	2
	Resilience to Climate Change integrated in the Mauritania's overall development agenda	2	1	2	1
	Improve quality of basic education	2	1	1	0
	Improved access to technical and vocational training disaggregated by sex	2	2	1	0
	Better targeting of Safety Net Programs	1	1	2	1
	Efficient management of Public Financial resources	2	1	2	1
	Improved Financial management at decentralized/local government level	2	2	2	2
Mexico	Increased access to finance and improved financial inclusion	2	2	1	1
	Improved business environment to support private sector investment	2	1	1	0
	Enahnced innovation capabilities for companies and in target states and industries	2	1	2	0
	Increased skilled labor market participation	2	1	1	0
	Increased use of integrated social programs among the poor together with increased private sector participation in social services provision	2	1	1	0
	Increased non-oil public revenues and improved expenditure equity at the federal level and in target states	2	1	2	0
	Increased adoption of modern public sector management and information systems at the federal level and in selected states	2	1	2	0
	Integrated and comprehensive risk management framework in place covering key fiscal, agricultural and natural disaster risks	2	1	1	0

	Strengthened institutional framework to manage urban development and reduced GHG emissions	2	2	2	0
	Reduced deforestation together with increased certified forest areas	2	1	0	0
	Improved water management systems and expanded access to water services	NA	1	1	1
	Increased production of combined renewable energy	2	2	0	0
Moldova	Effective and efficient tax administration that will improve voluntary compliance and self-assessment and will reduce compliance costs	2	1	0	1
	Customs procedures are streamlined and more transparent	2	1	0	1
	Decreased regulatory burden on enterprises	2	2	0	1
	Strengthened business managers' capacity to make strategic decisions that increase competitiveness and job creation	2	1	0	0
	Improved access to broadband Internet	2	2	0	0
	Improved access of private enterprises to formal sources of finance	2	1	0	1
	Capital market continues to be strengthened to facilitate increased access to finance	2	2	0	0
	Strengthened CFR institutional framework	2	1	0	0
	Enhanced competitiveness of the agro-food sector by supporting the modernization of the food safety management system	2	2	0	0
	Increased market access for farmers	2	1	0	0
	Strengthened quality of education	2	2	0	1
	Improved efficiency of the education sector	2	1	1	1
	Improved access to quality healtcare	2	2	0	1
	Fiscally sustainable pension system	2	1	1	1
	Improved equity of social assistance	2	2	1	2
	Strengthened State Hydro-meteorological Service's ability to forecast severe weather and Moldova's improved capacity to prepare for and respond to natural disasters	2	1	1	1
	Enhanced competitiveness of the agro-food sector by mainstreaming agro-environmental and sustainable land management practices	2	1	1	1
	Decreased energy supply costs, increased quality of supply and improved affordability of heat supply in Chisinau	2	1	2	2
	Debt of the new DH Company restructured by 2013 to improve its creditworthiness, and debt burden to Moldovagaz reduced by at least 20 percent by 2017	2	2	2	1
Morocco	Enhance the business environment with a more supportive institutional framework for business entry, trade facilitation and SME Development	1	1	2	1
	Improve access to finance with a particular focus on low income households, micro, small and young firms, and youth and women	2	1	2	1
	Increase the productivity and value-added of the agri-food sector	2	1	2	1
	Better leverage the socio-economic potential of integrated rural development and of tourism	2	2	2	1
	Improve reliability of electricity supply	2	2	1	1
	Better match skills developed through higher education or vocational training with the needs of the job market	2	2	2	2
	Improve access to and effectiveness of social protection programs, especially for youth	1	1	2	2
	Strengthen management of soil, coastal and water resources	1	2	1	1
	Increase renewable energy generation and enhance energy efficiency	2	1	2	2
	Better integrate prevention and mitigation mechanisms against natural	NA	NA	0	1

	disasters				
	Support a more open and inclusive governance framework through effective rights for citizen to access information and petition government	2	2	2	2
	Enable a more transparent and accountable management of public resources through budget and procurement reforms	2	2	1	2
	Improve capacity to plan, manage and assess key service delivery, especially at local level	1	1	2	2
	Expand access to basic services	2	1	0	1
Nigeria	Increased power generation and transmission capacity	2	2	2	2
	Improved the efficiency of electricity delivery	2	2	2	2
	Improved access to modern lighting for the base-of-the –pyramid through supporting the value chain of procuring and distributing solar products suchas lanterns and cook-stoves	2	1	0	0
	Improved access of small farmers to inputs and technology, and increase in their average income	2	1	1	1
	Improved horizontal coordination of small farmers	2	2	1	1
	Improved road transportation connectivity of rural markets	2	2	1	1
	Enhanced country's preparedness to respond to natural hazards, climate risks and natural disasters (resilience)	2	1	2	2
	Expanded financing opportunities for SMEs	2	1	2	2
	Improved supply of longer term financing	2	2	2	1
	Improved targeting of social protection and increased employment readiness of youth in supported states	2	2	2	2
	Increased Access of Poor and Vulnerable to Social and Economic Services	1	1	0	0
	Improved coverage and quality of health service delivery	2	1	0	1
	Improved learning environment and management capacity for education	2	1	2	2
	Strengthened responsiveness of public and private training institutions to skills demand	2	1	2	2
	Improved coverage and efficiency of water supply service in selected states	2	2	0	2
	Enhanced transparency on budget execution in targeted states and at Federal level	2	2	2	2
	Improved quality and accessibility of statistics	2	2	2	2
Pakistan	Reduced load shedding	2	2	0	1
	Reduced cost of production of electricity	2	2	2	2
	Improved fiscal sustainability of the electric power sector	2	2	2	1
	Improved business environment for private sector	2	1	2	2
	Increased productivity in farms in selected irrigation schemes	2	2	0	1
	Improved youth's skills for business	2	1	1	1
	Improved trade tariff and ports/border logistics	2	2	0	1
	Improved financial inclusion for SMEs and women	2	1	2	1
	Reduced vulnerability for groups at risk	2	1	1	2
	Increased resilience to disasters in Targeted Regions	2	1	0	1
	Improved public resources management	2	1	2	2
	Improved access to maternal and child health services	2	1	0	1
	Increased school enrollment and adoption of education quality	2	1	0	1

	assessment				
	Adoption of performance and transparency mechanisms in selected institutions	2	1	0	1
Philippines	Strengthened public finances and fiscal risk management	2	1	0	1
	Strengthened public sector institutions (national and sub-national)	2	2	0	2
	Strengthened pressure for Government accountability	2	1	0	2
	Improved poverty measurement and strengthened socio-economic data systems	2	1	0	1
	Improved Health Status	2	NA	0	1
	Improved Quality of Basic Education and Improved Access for the Vulnerable	2	1	0	1
	Strengthened Social Protection System	2	2	0	1
	Strengthened economic policy	2	NA	0	2
	Improved investment climate, including greater access to finance, especially for micro and small enterprises	2	1	0	1
	Increased economic growth, productivity, and employment in agricultural and rural areas	2	1	0	1
	Increased resilience to natural disasters and climate change	2	2	0	2
	Improved natural resource management and sustainable development	2	NA	0	2
	Increased trust within communities, and between citizens and the state in conflict areas	2	NA	0	1
	Development and Implementation of a "Peace Dividend" program for Bangsamoro	2	2	0	1
Poland	Unnecessary regulatory burdens for private sector development reduced, especially in those areas where Poland is lagging the most in the Doing Business surveys	2	2	0	1
	Environment for private sector-led innovation at national and subnational level enhanced	2	1	0	1
	Public finance sustainability strengthened	1	2	0	1
	Effectiveness of inclusion programs and employment services strengthened	1	1	0	1
	Capacity for strategic planning strengthened by supporting the design and implementation of regional operation programs and associated fiscal arrangements	2	2	0	1
	Capacity strengthened to sustainably modernize the hospital network	2	1	0	1
	Government capacity for evidence based climate policy making strengthened	1	2	0	1
	Protection infrastructure along the Odra and Vistula Rivers improved	2	1	0	1
	Conditions for shift to low carbon, safe and efficient infrastructure systems improved (with an initial focus on railways management)	1	1	0	1
	Solid partnerships forged between Poland and the WBG on issues of common interest, including specific global public goods, support to selected countires, and aid effectiveness	2	2	0	1
Romania	Revenue and expenditure administration improved	2	1	0	1
	Rationalizing the hospital network and enhancing primary health care services	2	1	0	1
	Creating an improved business environment and a competitive economy	2	1	0	1
	Strengthening the effectiveness of skills and education programs for labor market inclusion	1	1	0	1

	Making it easier for business to exit the market	2	2	1	2
	Support an ambitious and successful government program to tackle social inclusion of the Roma community	1	2	1	1
	A more streamlined, better targeted and more costefficient social protection system	1	2	0	1
Rwanda	Increased generation and access to electricity	2	2	1	2
	Development plans for secondary cities developed	2	2	1	1
	Improved environment for private sector investments	1	2	2	2
	Increased integration into the EAC regional markets	2	1	1	0
	Improved agriculture productivity and sustainability	2	2	1	0
	Improved access of rural /small farmers to inputs, financing, and markets	1	1	1	0
	Improved agriculture value chains	2	2	1	0
	Improved rural roads condition and connectivity to market centers	2	2	1	0
	Enhanced local government tax generation and administration	1	1	1	0
	Enhanced effectiveness and expanded coverage of social protection system	2	2	1	2
	Improved delivery of decentralized services	2	1	1	1
	Strengthened accountability	2	1	1	2
South Africa	Inform evidence-based policy options for effective development and management of cities' land and housing markets, transport system and services	2	1	1	1
	Inform the policy debate on the improvement of T&IS strategy and policy formulation, on the identification of a pilot township for development, and on the support sought from the private sector	2	2	1	1
	Grow the knowledge base of customized solutions for effective management of the health system, for effective responses to TB in the mining sector and for an improved revenue collection and FM in the hospital system	2	2	1	1
	Installed capacity increased by: (i) 2200 MW from conventional generation by 2016; and (ii) 230 MW of additional renewable generation by 2016	2	2	1	1
	Carbon emissions from electricity generation reduced by applying SCT and reducing coal transportation costs	1	1	1	1
	Inform the implementation of the South Africa long-term carbon mitigation strategy ; validate developing solutions for carbon capture and storage (CCS) technologies, and advise the formulation of regulatory frameworks	2	2	1	1
	IFC to mobilize financing for companies across electrification value chain and reducing greenhouse gas (GHG) emissions	0	0	1	0
	CIPA disburse sub-loans through participating banks IFC advisory services to facilitate client bank disbursement of sub-loans	0	0	0	0
	Capture and provide sector knowledge to enhance the functioning of one ecosystem by increasing employment opportunities and entrepreneurial capacity for local youth in conservation and tourism sectors in the Lake St Lucia area, of which at least 50% are women	1	1	0	1
	Global knowledge and technical solutions captured and transferred for establishing policy and regulatory frameworks for renewable energy in South Africa, and for assisting potential RE power generation developers	2	0	0	1
	Inform policy actions for inclusive output growth and employment generation which targets creation of opportunities for low-skilled workers, especially women, increasing private sector investment, and utbound/inbound guarantee support for South Africa companies	0	1	0	0
	Improve asset, debt and risk management by providing practitioner	0	1	1	2

	advice on: debt management strategy and secondary debt market architecture to the National Treasury; and strengthening the asset management frameworks of SARB, PIC and GEPF				
Tajikistan	Average cost to comply with business regulation decreased	2	1	1	1
	Number of entrepreneurs using electronic services to comply with business regulations, particularly tax reporting and permit applications	2	1	0	1
	Increased access to finance for MSME (measured in the number of loans provided)	2	1	0	1
	Number of small farmers reporting increased marketed surplus of selected agricultural products	2	1	2	1
	Increased access to energy for firms and businesses	2	1	0	1
	Increased share of poor students (bottom 40 percent) in the overall higher education institutions' enrollment	2	1	1	1
	The number of beneficiaries provided with improved water supply and sanitation service in urban settings	2	1	2	1
	Share of poorest quintile of population covered by targeted social benefits	2	1	2	1
	Reduced transport costs and travel time for road users, by car, truck and buses along the project road sections in CARS project area	2	1	1	0
	The Networked Readiness Index (NRI), calculated by the World Economic Forum, and INSEAD	2	1	0	0
	Increased gender empowerment through increased access to employment opportunities, land use rights, mother and child health	2	1	0	0
	Number of users provided with water efficient systems for productive or domestic uses	2	1	0	0
	The number of households supported to adopt sustainable, climate resilient, water land management practices, of which 40 percent women	2	1	0	0
	Oversight of aggregate fiscal risk from other public sector entities is strengthened	2	1	0	0
	Increased capacity of entities to procure according to improved standards	2	1	0	0
	Use of Bank portfolio to increase CSO capacity and demand for transparency and accountability, as measured by percent of WBG projects and IFC advisory services that are implemented and monitored in collaboration with CSOs/NGOs	2	1	0	0
	Improved quality, access, and use of data on poverty and employment by improvements to and publication of HBS and LFS	2	1	0	0