



# MEASURING AND REPORTING RESULTS IN THE WORLD BANK


## AN OVERVIEW



**THE WORLD BANK**

IBRD • IDA | WORLD BANK GROUP

Operations Policy & Country Services

- 
- This **document** describes how the World Bank measures and reports results. While some tools may also be relevant to other World Bank Group institutions, including the International Finance Corporation and the Multilateral Investment Guarantee Agency, their results management approaches are not detailed in this piece.

# MEASURING AND REPORTING RESULTS IN THE WORLD BANK

Measuring and reporting results at the World Bank | 04

Measuring and reporting results at the corporate level | 05

Measuring and reporting results at the country level | 10

Strengthening the Bank's results through Outcome Orientation | 11

Measuring and reporting results of operations | 12

Measuring and reporting project results | 13

Involving stakeholders and citizens to achieve development results | 14



**THE WORLD BANK**

IBRD • IDA | WORLD BANK GROUP

Operations Policy & Country Services

**Delivering solutions** to help client countries address their most pressing development challenges requires **a strong focus on results**. The World Bank is continuously making efforts to maximize its impact toward achieving the goals of ending extreme poverty and promoting shared prosperity in a sustainable manner.

**Measuring and monitoring the results of our work** is crucial for accountability and transparency, but above all, for continuous learning. The Bank works with client countries to improve measurement systems that help them track progress, learn lessons, and make timely corrections to achieve their development goals. The Bank strives to refine its operations and practices to be more responsive to country needs, based on solid evidence.







### At the Corporate level

The **World Bank Group** (WBG) has set goals to end extreme poverty and promote shared prosperity in a sustainable manner.

The Bank demonstrates its accountability to results through the Bank and WBG **Corporate Scorecards** (CSC) and the **IDA Results Measurement System** (IDA RMS) – the apex corporate results reports of the institution.



### At the Country Level

**Country Partnership Frameworks (CPFs)** are the tools used by the Bank to establish a program of support with countries through a demand-driven process. The **Systematic Country Diagnostic** (SCD) informs the design of each CPF and guides the prioritization and selection of program objectives for each CPF. The **intervention logic** of the CPF describes the result pathways for achieving the program objectives.

CPFs include **results frameworks** with indicators, baseline data, and targets that are monitored at mid-term, through the **Performance and Learning Review** (PLR) and evaluated at completion through the **Completion and Learning Review** (CLR).

Each CLR is validated by the **Independent Evaluation Group** (IEG), and their ratings are included in corporate reports.



### At the Operational Level

The priorities set out in CPFs are actualized through specific country **investment operations** and **advisory services and analytics** financed or supported by the Bank over a program cycle, typically every 4–5 years. Each investment operation outlines its expected outputs, intermediate results, and outcomes and includes a **Results Framework** with specific indicators, baseline values, and targets.

Each operation is expected to explain the causal pathways of an operation's expected results, using an intervention logic. Each project is monitored through the **Implementation Status and Results Report** (ISR), which includes an update on the specific indicators in the Results Framework.

When each project is completed, teams prepare an **Implementation Completion and Results Report** (ICR), which records achievements against the project's development objectives. Each ICR is validated by IEG and their ratings are included in corporate reports.

Underpinning the WBG's work towards its goals, the Group is following an **outcome orientation approach** across all its operations.

# ELEMENTS OF RESULTS MEASUREMENT AND REPORTING IN THE WORLD BANK



# MEASURING AND REPORTING RESULTS AT THE CORPORATE LEVEL

## Measuring and reporting progress toward the World Bank Group goals

The WBG has set two ambitious goals:

**End extreme poverty:** reduce the percentage of people living on less than \$2.15 a day to 3 percent.

**Promote shared prosperity:** foster income growth of the bottom 40 percent of the population in every country.

- ◆ To achieve these goals, the WBG serves its members by assisting all client segments, scaling up private sector mobilization, leading on global issues, improving our business model, and ensuring adequate financial capacity to meet clients' rising demand for services.
- ◆ The WBG reports the results of its support to clients and its institutional performance through the WBG Corporate Scorecard. The WBG Scorecard is complemented by the institutional scorecards for the Bank, IFC, and MIGA.
- ◆ The support the WBG provides through the International Development Association (IDA) is reported through the IDA Results Measurement System.







## The World Bank Group Corporate Scorecards

◆ **The Corporate Scorecards (CSCs)** are an apex tool to report the annual snapshot of results achieved by the WBG. They include results and performance indicators of the WBG's three institutions: World Bank, International Finance Corporation (IFC), and Multilateral Investment Guarantee Agency (MIGA).

The results are organized into three tiers:

Tier 1

### Development Context

shows long-term high-level development outcomes that countries are achieving

Tier 2

### Client Results

show the results reported by World Bank Group clients implementing World Bank Group-supported operations

Tier 3

### Performance

tracks the World Bank Group's operational and organizational performance

<http://scorecard.worldbank.org>

## The IDA Results Measurement System

In line with its commitment to outcome orientation, IDA continuously monitors the results of the interventions it supports to understand the impact it is having in client countries and inform adaptive management.

The three-tiered structure of IDA's RMS is a central part of the WBG's framework for tracking progress at an aggregate level and shows how IDA inputs and activities help countries deliver tangible results that contribute to high-level development outcomes.

The three-tiered RMS tracks:

Tier 1

### Development Context

long-term development outcomes from collective efforts by countries and their development partners;

Tier 2

### Client Results

development results supported by IDA operations;

Tier 3

### Performance

IDA's organizational and operational effectiveness.

<http://ida.worldbank.org/results/rms>





## Corporate Results Indicators

- ◉ In April 2017, the Bank launched a set of **Corporate Results Indicators** (CRIs) to support the collection of reliable, consistent data for corporate reporting.
- ◉ Task teams are required to use CRIs in their project monitoring and results frameworks when the indicators are relevant to expected outcomes and outputs.
- ◉ CRIs enable results to be aggregated across regions and practices at the corporate level and are a sub-set of Tier 2 indicators of the CSC and IDA RMS.



### Corporate Results Indicators

#### Sustainable Development

##### *Agriculture, Fishing, and Forestry*

- Farmers reached with agricultural assets or services
- Farmers adopting improved agricultural technology
- Area provided with new/improved irrigation or drainage services
- Land area under sustainable landscape management practices
- Forest area brought under management plans
- Fisheries management plans implemented



#### *Energy and Extractives*

- Generation capacity of energy constructed or rehabilitated
- Projected energy or fuel savings
- People provided with new or improved electricity service



#### *Water, Sanitation, and Waste Management*

- People provided with access to improved water sources
- People provided with access to improved sanitation services



#### *Transportation*

- Roads constructed or rehabilitated
- People with enhanced access to transportation services



#### *Information and Communication Technologies*

- People provided with access to the Internet



#### *Multisector/Urban*

- People provided with improved urban living conditions
- Cities with improved livability, sustainability, and/or management



#### *Multisector/Climate*

- Net greenhouse gas emissions

## Human Development



### **Health**

- People who have received essential health, nutrition, and population (HNP) services



### **Social Protection**

- Beneficiaries of labor market programs
- Beneficiaries of social safety net programs



### **Education**

- Teachers recruited or trained
- Students benefiting from direct interventions to enhance learning
- Large-scale primary/secondary learning assessments completed



### **Multisector/Jobs**

- Beneficiaries of job-focused interventions

## Economic, Finance, and Institutions



### **Industry, Trade, and Services**

- Implemented reforms supporting private sector development
- Firms benefiting from private sector initiatives



### **Financial**

- Beneficiaries reached with financial services



## MEASURING AND REPORTING RESULTS AT THE COUNTRY LEVEL

- ❖ **The Country Partnership Framework (CPF)** sets the medium-term agenda for the WBG's support to each client. It guides the WBG's country programs and gauges the effectiveness in their efforts to end extreme poverty and boost shared prosperity in a sustainable manner.
- ❖ The CPF is underpinned by an evidence-based **Systematic Country Diagnostic (SCD)** and supports the client's development goals. The SCD identifies opportunities for and challenges to achieve the goals.
- ❖ Mid-course corrections are encouraged through the **Performance Learning Review** (at mid-term), and lessons learned are generated in the **Completion Learning Review** for future support to clients.

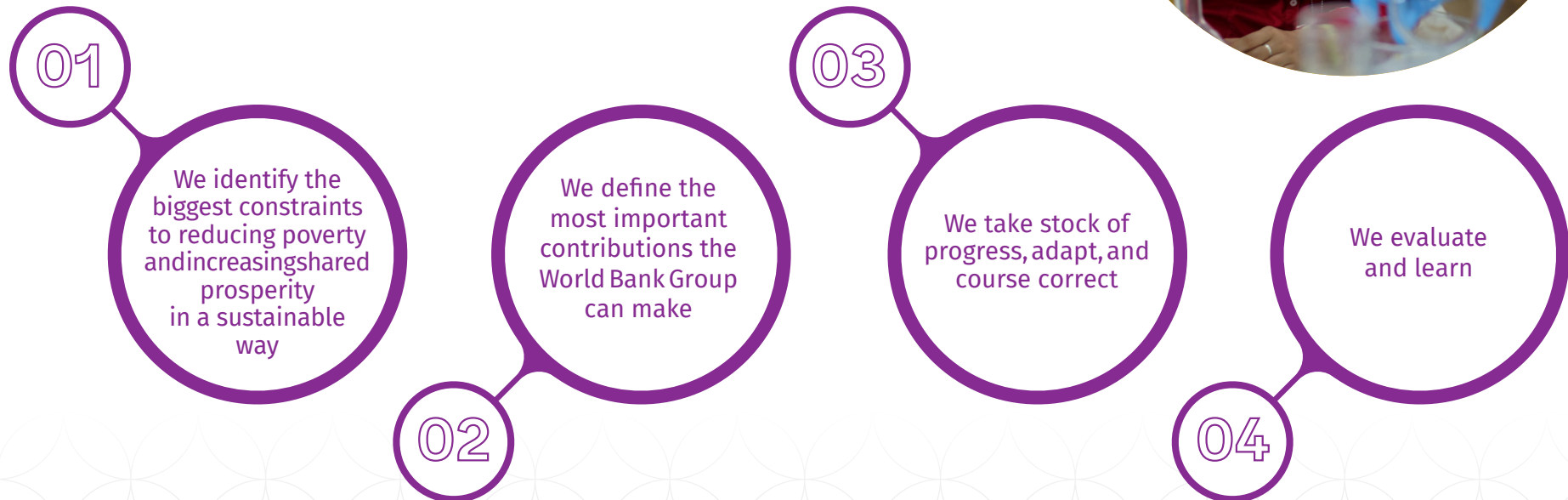




# STRENGTHENING THE BANK'S RESULTS THROUGH OUTCOME ORIENTATION

Underlying the results architecture is the Outcome Orientation approach – a continuous focus, in all public and private development activities, on helping poor and vulnerable people improve their well-being to realize their full potential.

World Bank projects and country programs are designed and implemented looking at the evidence on what works and what doesn't to then use this evidence to inform and adapt to achieve the transformative changes required to achieve the client country's long-term vision for development.



# MEASURING AND REPORTING RESULTS AT THE OPERATIONAL LEVEL

- ✦ All operations supported by the Bank are required to have results frameworks and monitoring systems. Project objectives must be associated with one or several CPF objectives.
- ✦ Results frameworks include indicators at outcome and intermediate results (output) levels with baselines and targets agreed with clients.
- ✦ The results framework is drafted at the beginning of the project cycle. A results framework that is properly developed and of good quality will help clients to manage the project effectively and efficiently, and demonstrate achievements clearly.

The results framework is underpinned by an intervention logic and has three main elements:

### **Project Development Objectives (PDO):**

These are the intended outcomes or effects on the main beneficiaries from project activities during the project period.

### **Project Monitoring Indicators:**

These include a set of indicators to measure outcomes that are linked to the PDO and a set of intermediate results to track progress toward achieving outcomes.

### **Monitoring and Evaluation (M&E) Plan:**

The M&E plan specifies units of measurement, baselines, and annual and final targets for each indicator, as well as the methodology and responsibilities for collecting and reporting data on those indicators.





# THE ROLE OF BANK CLIENTS AND STAFF IN MEASURING AND REPORTING PROJECT RESULTS

## ✦ The role of Bank clients and staff in measuring and reporting project results

The client plays a crucial role throughout the project cycle, having the lead responsibility for project preparation, implementation, and completion. Therefore, the focus on results to be achieved must be the starting point of every discussion between the client and the Bank team. The results framework is improved and refined as project preparation advances, is finalized at appraisal, and then confirmed at negotiations. It may be changed if the project is restructured during implementation.

Progress on results achieved through projects are reported regularly:



### **During implementation:**

Staff report on the results framework indicators during implementation through the project monitoring and reporting tool, the Implementation Status and Results Report (ISR).



### **At completion:**

Staff present a complete and systematic account of the performance and results of the project with an Implementation Completion and Results Report (ICR). The ICR assesses the extent to which the project achieved its objectives and documents the linkage of the project's inputs and outputs to the desired outcomes. IEG will then review the ICR and validate the ratings of the project outcome. ICRs are available externally and are 100 percent validated by IEG.



## INVOLVING STAKEHOLDERS AND CITIZENS TO ACHIEVE DEVELOPMENT RESULTS

Regular feedback from stakeholders is a critical part of the learning cycle and essential to addressing stakeholders' needs and concerns.

With the goal of achieving better development results, the WBG takes a coherent approach to incorporating citizen engagement across WBG operations and has committed to integrate beneficiary feedback into 100 percent of projects where beneficiaries can be clearly identified.

To obtain a more in-depth understanding of stakeholders' views of the Bank's work, the Country Opinion Survey systematically measures and tracks the perceptions of clients, partners, and other stakeholders regarding the Bank's work (speed, effectiveness, relevance, etc.), knowledge, and engagement.

World Bank Satisfaction Surveys gather government client feedback on the Bank's performance to identify areas of institutional strengths and weaknesses. Clients share their views on a specific Bank project at three critical points—within a month of the project's beginning, at midpoint, and at completion.







**PHOTO CREDITS**

- Cover**
- Stephan Gladieu / World Bank
- Ami Vitale / World Bank
- Rama George-Alleyne / World Bank
- Gerardo Pesantez / World Bank
- Page 05**
- Rama George-Alleyne / World Bank
- Page 06**
- Arne Hoel / World Bank
- Gerardo Pesantez / World Bank
- Page 07**
- Arne Hoel/The World Bank
- Page 08**
- Bart Verweij / World Bank
- Simone D. McCourtie / World Bank
- A'Melody Lee / World Bank
- Page 09**
- Abbas Farzami / World Bank
- Page 12**
- Rob Beechey / World Bank
- Page 14**
- Chhor Sokunthea / World Bank
- Page 15**
- Gerhard Jörén / World Bank
- Back Cover**
- Dominic Sansoni / World Bank
- Nahuel Berger / World Bank
- Philip Schuler / World Bank
- Roxana Bravo / World Bank
- Sarah Farhat / World Bank

<https://www.worldbank.org/results>



**WORLD BANK GROUP**