

Table 1.2 **The Changing World Bank**

	Bank Group in 1996	Bank Group Today
Increased poverty focus		
■ Understanding of poverty	Economic focus	Multidimensional focus
■ Country-owned poverty reduction strategies	—	4 Full PRSPs, 32 Interim PRSPs
Broader development agenda		
■ Comprehensive Development Framework	—	Pilots in 12 countries
■ Anticorruption, good governance programs	—	Programs in 95+ countries
■ Lending commitments to combat HIV/AIDS	\$35 million	over \$393 million
Response to war-torn and indebted poor countries		
■ Post-conflict lending and advice	15 countries	35 countries
■ Debt relief operations	—	23 countries
■ Total committed debt relief (nominal)	—	\$34 billion over time (from all creditors)
Greater operational impact		
■ Satisfactory project outcomes (% of total projects)	69%	78%
■ Share of projects at risk	29%	12%
■ Quality of economic and sector work (% satisfactory)	72% (FY98)	86%
Improved client service		
■ Country directors in the field	0 out of 24	29 out of 53
■ Share of Bank staff in the field	38%	45%
■ Time for project preparation	24 months	15 months
More effective private sector promotion		
■ Private provision component in infrastructure projects	21%	39%
■ IFC investment commitments	\$2.1 billion	\$2.4 billion
■ MIGA guarantee coverage	\$0.8 billion	\$1.6 billion
■ Joint Bank-IFC departments	—	6
Increased knowledge sharing		
■ Number of distance learning centers	—	16
■ Number of “communities of practice” supported by the Bank’s thematic networks	less than 30	about 110
Greater openness and participation		
■ Published country assistance strategies (% of total)	None	87%
■ Share of projects with civil society involvement	less than 50%	more than 70%
■ Community-driven development components in projects (estimated approximate value)	\$0.7 billion	\$1.4 billion
Broader product base		
■ Lending product innovations		Examples include learning and innovation loans, adaptable program loans, and IDA guarantees; single currency loans, and e-bonds; and institutional and governance reviews, and financial sector assessments
■ Financial product innovations		
■ Advisory product innovations		