

World Bank Group | World Bank Corporate Scorecards

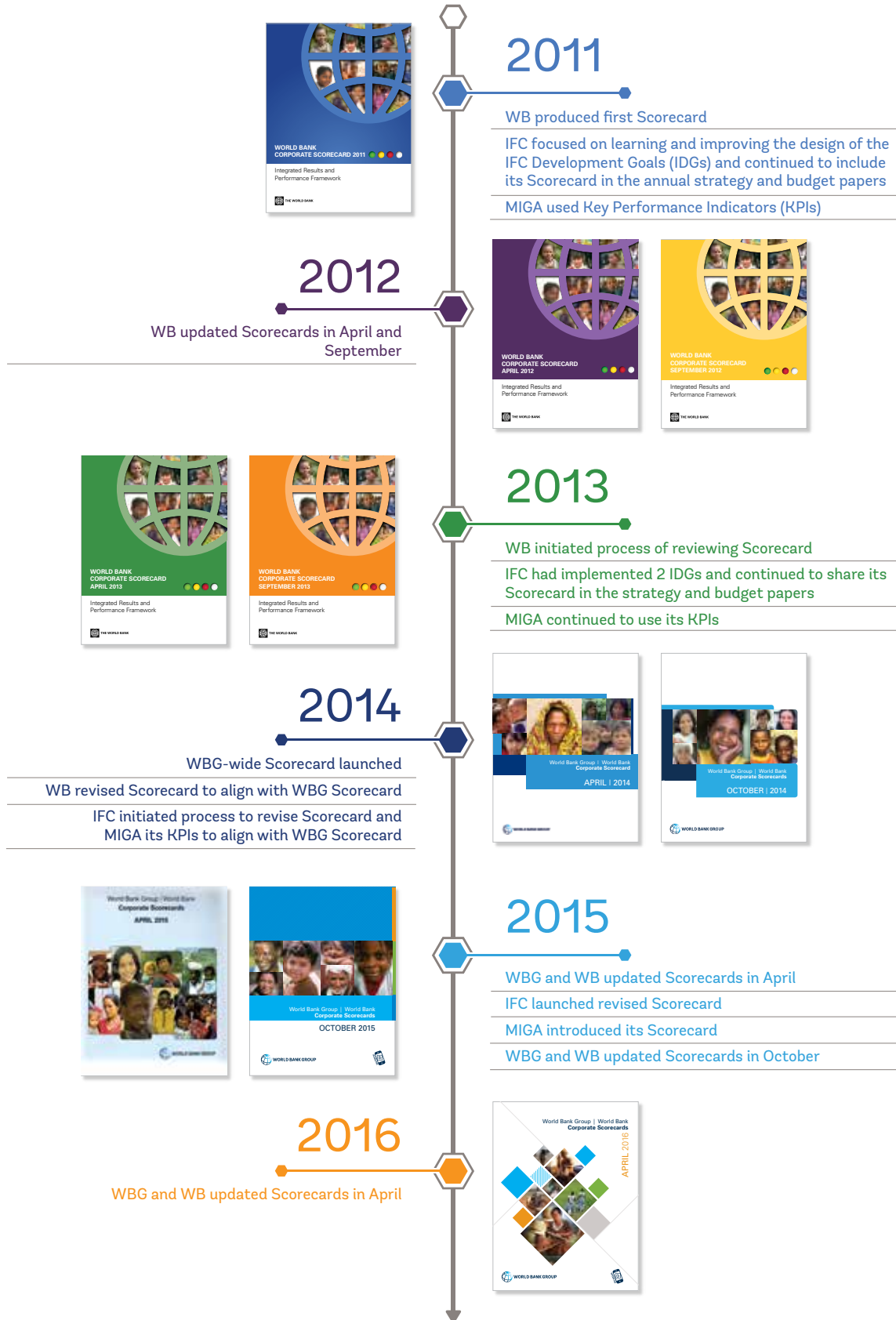
OCTOBER 2016



Abbreviations and Acronyms

ASA	Advisory Services and Analytics
BETF	Bank-executed trust fund
CCSA	Cross-Cutting Solution Area
CF	Carbon Finance
CIF	Climate Investment Fund
COS	Country Opinion Survey
CPF	Country Partnership Framework
CPIA	Country Policy and Institutional Assessment
CSC	Corporate Scorecard
DPF	Development policy financing
ESW	Economic and sector work
FCS	Fragile and conflict-affected situation
FAO	Food and Agriculture Organization
FTE	Full-time equivalent
GDP	Gross domestic product
GEF	Global Environmental Facility
GP	Global Practice
HNP	Health, Nutrition and Population
HR	Human Resources
IBRD	International Bank for Reconstruction and Development
ICR	Implementation Completion and Results Report
IDA	International Development Association
IDG	IFC Development Goals
IEG	Independent Evaluation Group
IFC	International Finance Corporation
IPF	Investment project financing
ISPMS	Indicators of the Strength of Public Management System
ISR	Implementation Status and Results Report
KPIs	Key Performance Indicators
MDG	Millennium Development Goals
MIGA	Multilateral Investment Guarantee Agency
MP	Montreal Protocol
PAD	Project Appraisal Document
PforR	Program-for-Results
PPP	Purchasing Power Parity
RETF	Recipient-executed trust fund
SAP	Systems, Applications and Products
SCD	Systematic Country Diagnostic
SF	Special financing
SIL	Specific investment loan
SME	Small and medium-sized enterprises
TA	Technical assistance
UNFCCC	United Nations Framework Convention on Climate Change
UNISDR	The United Nations Office for Disaster Risk Reduction
WB	World Bank
WBG	World Bank Group
WHO	World Health Organization

World Bank Group and World Bank Corporate Scorecards Timeline



World Bank Group and World Bank Corporate Scorecards

The World Bank Group/World Bank Corporate Scorecards were endorsed in April 2014 to monitor the implementation of the World Bank Group Strategy, which was launched in July 2013. The Strategy outlined how the World Bank Group intended to partner more effectively with clients to help them achieve the ambitious goals of eradicating extreme poverty and boosting shared prosperity through economic growth, inclusion, and sustainability and resilience. The Scorecards provide an apex view of the results and performance indicators of the three World Bank Group institutions: the World Bank (WB), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA). This brochure presents the Scorecards updated with the latest data available in FY16.



The Scorecards are structured in three tiers. Tiers 1 and 2 present indicators monitoring aspects of *growth, inclusiveness, and sustainability and resilience*. The World Bank Group Strategy recognizes the importance of each of these areas to the achievement of the goals. Tier 3 captures the World Bank Group's progress in implementing the Strategy and includes measures of both operational and organizational effectiveness.

To Eradicate Extreme Poverty and Boost Shared Prosperity in a Sustainable Manner



Complemented by institutional scorecards for WB, IFC and MIGA

Where applicable, the Scorecards' indicators are disaggregated by gender and fragile and conflict-affected situations (FCS), in recognition of the importance the World Bank Group Strategy placed on these categories.

For each indicator in the Scorecards, a baseline value was set when the Scorecards were first released. In addition, performance indicators (Tier 3) included targets and performance standards, where feasible, to reinforce the World Bank Group's commitment to accountability, provide a vision of where the institution aspires to be, and strengthen the focus on achieving results.

Next year's update will complete the 4-year cycle of the current Corporate Scorecards. The October 2017 CSC update will take stock of the achievements and the October 2018 WBG CSC will debut with updated indicators.

Tier 1

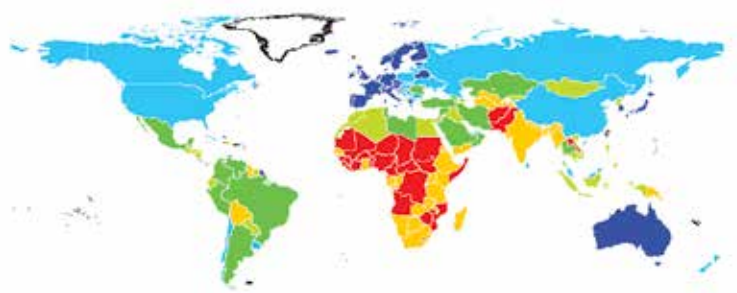
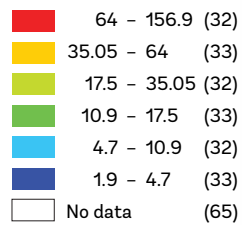
Tier 1 reports the long-term development outcomes and the broader context of countries in which the World Bank Group is operating. Improvements observed in Tier 1 indicators are not attributed to the World Bank Group; they are the outcome of collective efforts by countries and their development partners.

While Tier 1 reflects the development context in World Bank Group client countries, some aspects of environmental sustainability, particularly those related to climate change, have global dimensions. Consequently, the Tier 1 indicators for CO₂ emissions and average annual deforestation change are reported for the world as a whole.



Mortality rate, under-5 (per 1,000 live births)

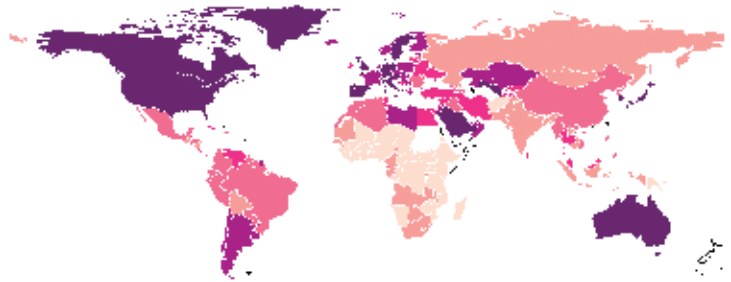
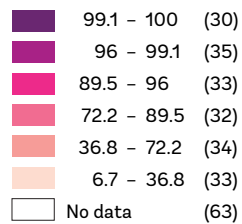
per 1,000 [1] - [157]



Haiti, Rwanda, Malawi and Sierra Leon, as well as some eastern and southern African countries, have made remarkable progress in reducing under-five mortality. Despite the progress made in the past five years, under-five mortality remains a development challenge in most countries in Sub-Saharan Africa and South Asia.

Improved sanitation facilities (% of population with access)

% of population [6] - [100]

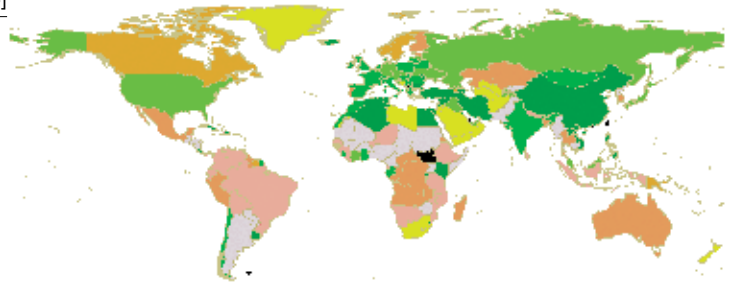
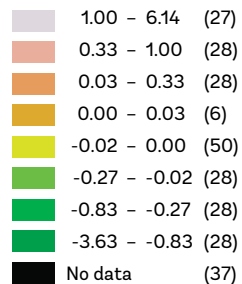


Countries such as Ethiopia, Cambodia, Nepal and Lao PDR have made progress in providing improved sanitation facilities for their citizens in the past five years. Challenges remain in 46 countries (where data are available), with less than 50% of the population having access to improved sanitation facilities.

Annual deforestation, average annual change - 1990-2000; 2000-2010 (%)

% Change:

Afforested [-6] - Deforested [6]



Rwanda, Burundi and Uruguay, among others, have succeeded in reducing deforestation. However, deforestation continues to be a development challenge in many countries in Africa and South America.

Country borders or names do not necessarily reflect the World Bank Group's official position

Tier 2

Tier 2 reflects the results reported by clients that are supported by the World Bank Group in implementing operations that promote growth, inclusiveness, and sustainability/resilience. Tier 2 data in this edition cover the stock of results achieved over FY14-FY16. It is important to note that, in the Group-wide Corporate Scorecard, results reported by the World Bank are implemented primarily by governments and other public sector entities; for the IFC and MIGA results, private sector entities are the implementing partners.

Clients' Results

SUPPORTED BY WORLD BANK GROUP



18.9 MILLION FARMERS reached with agricultural assets and services



47,343/25,173 GIGAWATT HOURS, ANNUAL expanded conventional/renewable power generation



59.1 MILLION people, microenterprises and SMEs reached with financial services



75.2 MILLION PEOPLE provided with new or improved electricity service



59.4 MILLION PEOPLE provided with access to an improved water source



20.1 MILLION students reached



92 COUNTRIES with strengthened public management systems



35 COUNTRIES institutionalizing disaster risk reduction as a national priority

SUPPORTED BY WORLD BANK



4 MILLION FARMERS adopting improved agricultural technology



90,500 KM roads constructed and rehabilitated



310.8 MILLION PEOPLE have received essential health, nutrition and population (HNP) services



17.6 MILLION PEOPLE provided with access to improved sanitation facilities



29 COUNTRIES with strengthened public management systems in: civil service and public administration



35 COUNTRIES institutionalizing disaster risk reduction as a national priority

GROWTH

INCLUSIVENESS

SUSTAINABILITY AND RESILIENCE

Highlights of Project Achievements for selected sectors

Water



Tanzania | Water Sector Support Project

FY14-16 | Net Progress: 6.7 million people with access to water; 2.7 million people with access to sanitation.

The objective of this recently closed project was to support the Tanzania Water Sector Development Program in (a) improving integrated water resources management by strengthening water sector institutions; and (b) expanding access to water supply and sanitation services. The program's community-driven development (CDD) approach provided the opportunity for primary beneficiaries to manage their own water supply and sanitation facilities and fully participate in water resources planning, management, and development decision-making. The program made significant progress in providing access to safe water supply in rural and urban areas, with 3 million urban and 9.2 million rural people gaining access to safe water supply, a total of 5.15 million people (1.03 million households) gaining access to improved sanitation services. It is estimated that 7.08 million females benefited from the project's interventions.

Education



India | The Third Elementary Education Project (SSA III)

FY16 | Approximately 1.46 million teachers benefited through in-service teacher training, out of which 670,000 were female. Project to directly benefit about 200 million children enrolled in elementary schools and 4.5 million teachers in the sector. Girls are expected to be about 48.4% of the beneficiaries.

The project was designed to improve education outcomes of elementary school children by developing enhanced accountability measures in the form of assessment of learning outcomes and providing teacher training and learning materials. The World Bank is providing about USD\$250 million to develop a comprehensive and effective teacher development and management system to improve the quality of education in elementary schools. It is using innovative approaches, such as technology-driven and distance learning models so teachers can continue to be their students even while upgrading their skills and knowledge.

Electricity



Bangladesh | Rural Electrification and Renewable Energy Development II (RERED II) Project

FY14-16 | 3million people now have access to electricity. More than 6,000 farmers have benefited from the 300 pumps installed.

The project objective was to increase access to clean energy through renewable energy in rural areas. Over the reporting period of this corporate scorecard, RERED II project in Bangladesh provided about 3mn people with access to electricity. The project pilots the installation of solar-powered irrigation pumps and aims to increase access to clean energy in rural Bangladesh where grids are not economically viable. More than 6,000 farmers have benefited from the 300 pumps installed thus far, with a target of 1,250 additional pumps by 2018.

Highlights of Project Achievements for selected sectors

Roads



China | Fujian Highway Sector Investment Project

FY14-16 | About 1.31 million people are estimated to have directly benefited from the project.

Under this project, an IBRD loan of US\$370 million supported the rehabilitation of 1,299 rural roads with a total length of 5,402 kilometers, and construction of the 195-kilometer Yong'an-Wuping Expressway in coastal Fujian Province in southeast China. The project helped reduce poverty in the remote and mountainous area by reducing the cost and time to access economic opportunities and social services and providing a missing link in the national highway system. Other results: about half of the women in villages have changed from heavy farm work to non-agriculture jobs. Rural road connections improved the accessibility of health care by reducing the time for going to hospitals. The improved travel conditions significantly reduce the commuting time of teachers and students, promoting the development of education in the rural area.

Agriculture



Ethiopia | Sustainable Land Management Project-II

FY16 | 224,775 farmers have adopted new technology.

Ethiopia's Sustainable Land Management Project-II is the Bank's flagship resilient landscapes operation. Along with providing funding, the WBG also played the central role in convening partners for joint action, including Norway, Canada, Germany, and the International Fund for Agricultural Development. The project reported that 224,775 farmers have adopted new technology, and since 2008 260,000 hectares of production lands are now better managed, benefiting more than 700,000 people (36% female). The project is considered innovative as it emphasizes a multisectoral landscape approach that supports the Government of Ethiopia in coordinating efforts on land use, land management, and land administration. This approach will generate multiple benefits, contributing to, among other things, productivity, resilience to climate risks, enhancements to natural wealth and diverse livelihood opportunities, and water security – and ultimately poverty reduction and prosperity improvement.

Social Safety Nets



Madagascar | Social Safety Net Project

FY14-16 | Program for 40,000 households with children ages 0 – 12. Also covers 500,000 extreme poor people, mostly women and children.

This project supported Madagascar's two safety net programs:

- The Human Development (conditional) Cash Transfer program for 40,000 households with children ages 0-12 is linked to primary school attendance and promotes early childhood development and the nutrition of young children, including through a behavioral design approach.
- The Productive Safety Net Program provides a reliable source of household incomes.

The safety net programs cover 500,000 extremely poor people, mostly women and children; at least 75 percent of cash benefits go directly to women; and 32,000 households participate in regular cash-for-work activities. Under the project, a national beneficiary registry was established for social safety net beneficiaries, and children's primary school attendance rates improved to 97 percent.

Tier 3

Tier 3 includes operational and organizational effectiveness measures, such as the quality and timeliness of investments and advisory services delivered to clients; alignment with the Strategy; stakeholder and client feedback; internal knowledge-sharing and collaboration; financial sustainability; and talent management. Targets are set for FY17, and progress is assessed bi-annually (April and October for most indicators).

Tier 3 no longer has placeholders; indicators, definitions, and values have been reported in this brochure for the World Bank Group and World Bank in areas such as alignment with the strategy, measure of knowledge flow, measure of joint engagement, and staff working across institutional boundaries.

A “traffic light” system is used to assess the status of some performance indicators with targets, providing insights into data trends. The traffic light system conveys, at a glance, indicators for which there have been positive results and those for which additional efforts are required. Traffic lights also help guide dialogue on actions for improvements and corrective measures.



TRAFFIC LIGHTS



On-track.

A meaningful increase from the baseline or previous reported value.
The indicator shows a positive trend toward achievement of target.



Watch.

No meaningful increase or decrease from baseline or previous reported value.



Off-track.

A meaningful decrease from baseline or previous reported value.
The indicator shows a negative trend toward achievement of target.
Further improvement is needed.



Monitored.

Data has no associated target and progress is only tracked.

Assessing progress on the change process

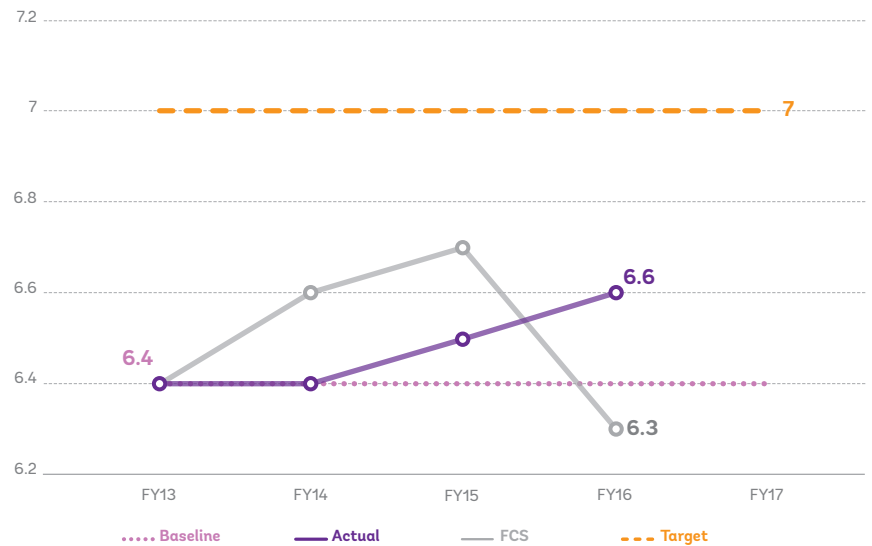
Development impact

Clients continue to have a positive perception of the WBG's and WB's contributions to development impact. However, more work is needed to improve development outcome ratings across the WBG.

Rise in positive feedback on overall effectiveness and impact on development results



WBG | Stakeholder feedback on effectiveness and impact on results (scale 1 – 10)



Source: 2016 Analysis of the Country Opinion Survey

Strategic context

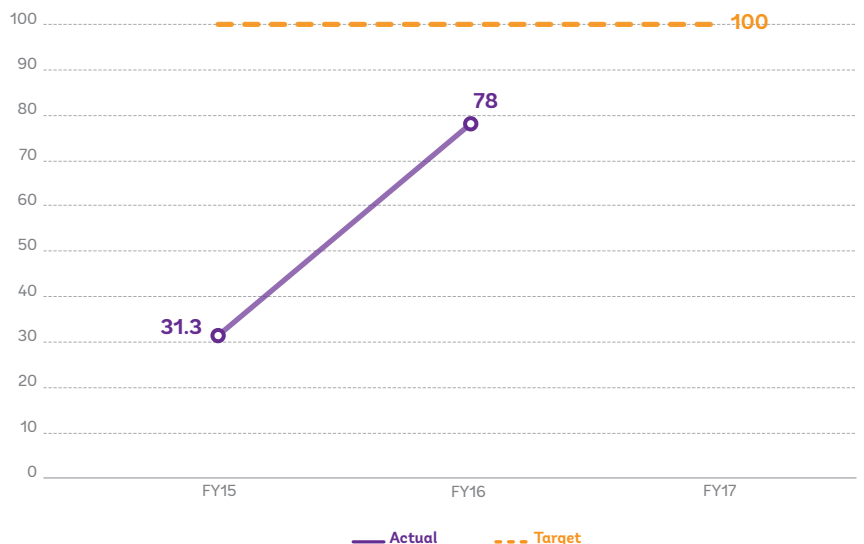
There has been overall progress in performance.

> The SCD continues to serve as a rigorous diagnostic tool for identifying key constraints to and opportunities for accelerating progress at the country level

More country strategies use SCDs as foundation for prioritizing programs



WBG | Stock of country strategies underpinned by a Systematic Country Diagnostic (%)



Note: Reporting for the indicator started in FY15

Operational delivery for clients

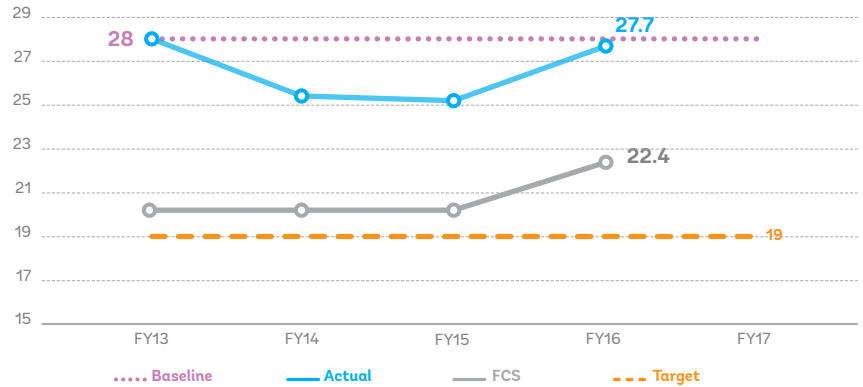
More knowledge is flowing across regional boundaries, though improving the timeliness of lending operations remains a challenge.

> Management is continuing efforts to simplify and reduce project processing time, and fast-track financing to clients

Time taken to deliver operations remains a challenge



WB | Concept to first disbursement (months)



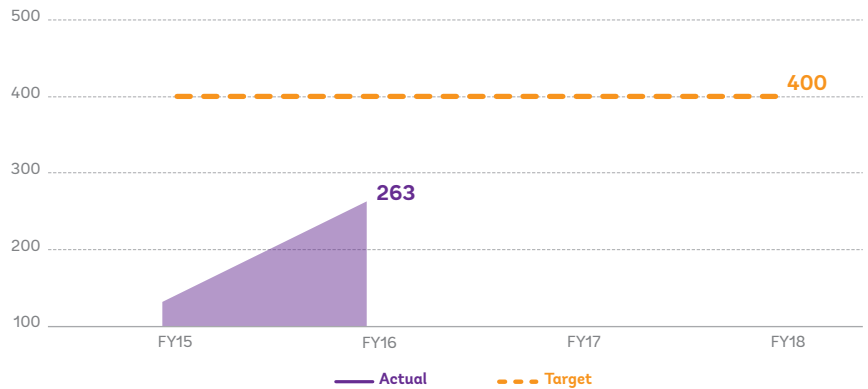
Financial sustainability

Expenditure Review savings program is on track.

Gross expenditure reduction is on track



WBG | Gross expenditure reduction (US\$ millions)



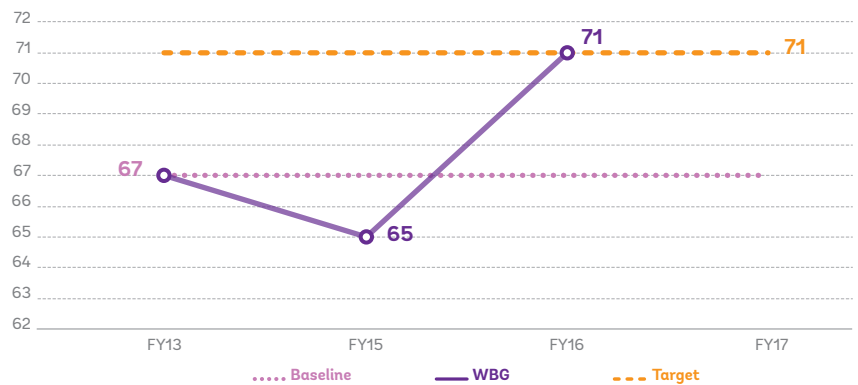
Managing talent

Strong positive turn-around in results of managing staff talent.

Improved perception of managers' application of technical and people skills



WBG | Managerial Effectiveness Index (%)



Note: No update was reported in FY14

World Bank Group Corporate Scorecard

Tier 1

Development Context

GOALS	Population living on less than US\$ 1.90 a day*		Median of growth rates of average real per capita income of the bottom 40%	
	Baseline	13.5* (2011) percent	Baseline	3.6* (2011) percent
	Actual	10.7 (2013) percent	Actual	3.1 (2013) percent
	Actual in FCS	49.6 (2013) percent	Actual in FCS	nu
	Target	3 (2030); 9 (2020) percent		

SUSTAINABILITY AND RESILIENCE	Countries without wealth depletion		Countries with low or moderate risk from unsustainable debt	
	Baseline	50.4* (2010) percent	Baseline	63 (2012) number
Actual	49.5 (2014) percent	Actual	62 (2015) number	

SUSTAINABILITY AND RESILIENCE	Countries mainstreaming disaster risk management		Population exposed to harmful air pollution (PM2.5)	
	Baseline	69 (2013) percent	Baseline	89.1 (2010) percent
Actual	74 (2015) percent	Actual	nu	

GLOBAL ENVIRONMENTAL SUSTAINABILITY	CO ₂ emissions*	
	Baseline	0.37 (2010) kg per 2011 PPP\$ of GDP
	Actual	0.36 (2013) kg per 2011 PPP\$ of GDP
	Average annual deforestation change*	
	Baseline	0.10* (2010) percent
Actual	0.09 (2015) percent	

GROWTH	GDP per capita		Gross capital formation		
	Baseline	4,156* (2012) constant 2010 US\$	Baseline	31.3* (2013) percent of GDP	
	Actual	4,512 (2015) constant 2010 US\$	Actual	30.8 (2014) percent of GDP	
	Actual in FCS	1,418 (2015) constant 2010 US\$	Actual in FCS	23.1 (2014) percent of GDP	
	Agriculture value added per worker		Adults with financial accounts (age 15+; all/bottom 40%)		Women with financial accounts
Baseline	1,700.9* (2013) constant 2010 US\$	Baseline	42/30 (2011) percent	Baseline	37 (2011) percent, age 15+
Actual	1,899.9 (2015) constant 2010 US\$	Actual	nu	Actual	nu
Actual in FCS	1,003.5 (2015) constant 2010 US\$	Actual in FCS	nu	Actual in FCS	nu

INCLUSIVENESS	Countries with growth concentrated in the bottom 40%		Access to electricity (bottom 40%/gap to average)		Employed persons remaining extremely poor	
	Baseline	68.1* (2011) percent	Baseline	64/9 (2013) percent	Baseline	15 (2013) percent
	Actual	57.1 (2013) percent	Actual	63/9 (2016) percent	Actual	15.8 (2016) percent
	Actual in FCS	nu	Actual in FCS	23/11 (2016) percent	Actual in FCS	25.2 (2016) percent

INCLUSIVENESS	Countries with equal economic opportunities for women in law		Primary school completion (bottom 40%/gap to average)		Under 5 mortality rate	
	Baseline	13 (2013) number	Baseline	73/9 (2013) percent, ages 15-19	Baseline	52 (2012) per 1,000 live births
	Actual	22 (2016) number	Actual	64/8 (2016) percent, ages 15-19	Actual	46.9 (2015) per 1,000 live births
	Actual in FCS	7 (2016) number	Actual in FCS	43/10 (2016) percent, ages 15-19	Actual in FCS	78.2 (2015) per 1,000 live births

INCLUSIVENESS	Malnutrition, height for age		Access to safe water within a household (bottom 40%/gap to average)		Access to improved sanitation	
	Baseline	26 (2012) percent, children under 5	Baseline	45/7 (2013) percent	Baseline	60.1* (2012) percent, overall population
	Actual	22.9 (2015) percent, children under 5	Actual	nu	Actual	62.0 (2015) percent, overall population
	Actual in FCS	36.9 (2015) percent, children under 5	Actual in FCS	nu	Actual in FCS	43.9 (2015) percent, overall population

*Baseline value updated | *Global reported for all countries | nu: No current update available
Placeholders in CSC are not highlighted here please refer to Annex 1 for more details.

WBG Tier 2

Client Results Supported by World Bank Group Operations

GROWTH	Private investments catalyzed		Farmers reached with agricultural assets and services		People, microenterprises and SMEs reached with financial services		Expanded conventional/renewable power generation	
	Baseline (FY13)	n/a	Baseline (FY13)	3.9 millions	Baseline (FY13)	33.0 millions	Baseline (FY13)	25,491/13,405 ggwatt hours, annual
	Actual (FY16)	nu	Actual (FY16)	18.9 millions	Actual (FY16)	59.1 millions	Actual (FY16)	47,343/25,173 ggwatt hours, annual
	Actual in FCS (FY16)	nu	Actual in FCS (FY16)	0.5 millions	Actual in FCS (FY16)	0.3 millions	Actual in FCS (FY16)	3,182/1,746 ggwatt hours, annual
			Female beneficiaries (FY16)	2.01 millions	Female beneficiaries (FY16)	19.1 millions		

INCLUSIVENESS	People provided with new or improved electricity service		Students reached		People who have received essential health, nutrition and population (HNP) services	
	Baseline (FY13)	32.7 millions	Baseline (FY13)	15.9 millions	Baseline (FY13)	257.4 millions
	Actual (FY16)	75.2 millions	Actual (FY16)	20.1 millions	Actual (FY16)	319.2 millions
	Actual in FCS (FY16)	14.9 millions	Actual in FCS (FY16)	20.1 millions	Actual in FCS (FY16)	17.6 millions
			Female beneficiaries (FY16)	45.1 millions		

INCLUSIVENESS	People provided with access to an improved water source		People provided with access to improved sanitation facilities	
	Baseline (FY13)	38.4 millions	Baseline (FY13)	12.9 millions
	Actual (FY16)	59.4 millions	Actual (FY16)	43.5 millions
	Actual in FCS (FY16)	11.0 millions	Actual in FCS (FY16)	3.6 millions
Female beneficiaries (FY16)	nu	Female beneficiaries (FY16)	nu	

SUSTAINABILITY & RESILIENCE	Countries with strengthened public management systems		Countries institutionalizing disaster risk reduction as a national priority	
	Baseline (FY13)	107 number	Baseline (FY13)	29 number
	Actual (FY16)	92 number	Actual (FY16)	35 number
	Actual in FCS (FY16)	10 number	Actual in FCS (FY16)	2 number

INCLUSIVENESS	Private investments catalyzed		People, microenterprises and SMEs reached with financial services		Farmers adopting improved agricultural technology	
	Baseline (FY13)	n/a US\$ billions	Baseline (FY13)	15.3 millions	Baseline (FY13)	1.8 millions
	Actual (FY16)	33.5 US\$ billions	Actual (FY16)	11.4 millions	Actual (FY16)	4.03 millions
	Actual in FCS (FY16)	nu	Actual in FCS (FY16)	0.1 millions	Actual in FCS (FY16)	0.25 millions
			Female beneficiaries (FY16)	4.8 millions	Female beneficiaries (FY16)	0.34 millions

WB Tier 2

Client Results Supported by World Bank Operations

GROWTH	Area provided with irrigation services		Roads constructed and rehabilitated		Generation capacity of conventional/renewable energy	
	Baseline (FY13)	1.2 hectares, millions	Baseline (FY13)	95 kilometers, thousands	Baseline (FY13)	1,430/904 megawatts
	Actual (FY16)	3.01 hectares, millions	Actual (FY16)	90.5 kilometers, thousands	Actual (FY16)	5,003/2,486 megawatts
	Actual in FCS (FY16)	0.24 hectares, millions	Actual in FCS (FY16)	11.95 kilometers, thousands	Actual in FCS (FY16)	26/83 megawatts

SUSTAINABILITY & RESILIENCE	Countries with strengthened public management systems in civil service and public administration	
	Baseline (FY13)	29 number
	Actual (FY16)	29 number
	Actual in FCS (FY16)	7 number

INCLUSIVENESS	People provided with direct/inferred access to electricity		Students that have benefitted from learning assessments		Teachers recruited or trained	
	Baseline (FY13)	6.9/2.3 millions	Baseline (FY13)	15.5 millions	Baseline (FY13)	1.0 millions
	Actual (FY16)	23.5/8.4 millions	Actual (FY16)	17.9 millions	Actual (FY16)	9.0 millions
	Actual in FCS (FY16)	0.4/1.1 millions	Actual in FCS (FY16)	17.9 millions	Actual in FCS (FY16)	1.0 millions

INCLUSIVENESS	People who have received essential health, nutrition and population (HNP) services		People provided with access to an improved water source	
	Baseline (FY13)	250.9 millions	Baseline (FY13)	35.3 millions
	Actual (FY16)	310.8 millions	Actual (FY16)	49.9 millions
	Actual in FCS (FY16)	17.5 millions	Actual in FCS (FY16)	10.4 millions
Female beneficiaries (FY16)	43.9 millions	Female beneficiaries (FY16)	nu	

INCLUSIVENESS	People provided with access to improved sanitation facilities		Beneficiaries covered by social safety net programs	
	Baseline (FY13)	6.8 millions	Baseline (FY13)	37.4 millions
	Actual (FY16)	17.6 millions	Actual (FY16)	39.5 millions
	Actual in FCS (FY16)	0.6 millions	Actual in FCS (FY16)	7.6 millions
Female beneficiaries (FY16)	nu	Female beneficiaries (FY16)	20.5 millions	

SUSTAINABILITY & RESILIENCE	Countries with strengthened public management systems in tax policy and administration		Countries with strengthened public management systems in public financial management	
	Baseline (FY13)	24 number	Baseline (FY13)	56 number
	Actual (FY16)	29 number	Actual (FY16)	59 number
	Actual in FCS (FY16)	5 number	Actual in FCS (FY16)	10 number

SUSTAINABILITY & RESILIENCE	Countries with strengthened public management systems in procurement		Emission reductions with support of special climate instruments	
	Baseline (FY13)	16 number	Baseline (FY13)	903 annual, million tons CO ₂ equivalent
	Actual (FY16)	16 number	Actual (FY16)	44.5 annual, million tons CO ₂ equivalent
	Actual in FCS (FY16)	2 number		

SUSTAINABILITY & RESILIENCE	Projected lifetime energy and fuel savings		Countries institutionalizing disaster risk reduction as a national priority		Countries supported on statistical capacity	
	Baseline (FY13)	1,270,000 n/a MWh and MJ	Baseline (FY13)	29 number	Baseline (FY13)	51 number
	Actual (FY16)	8.28x10 ⁸ 2.98x10 ¹² MWh and MJ	Actual (FY16)	35 number	Actual (FY16)	59 number
	Actual in FCS (FY16)	58,390/210,204,000 MWh and MJ	Actual in FCS (FY16)	2 number	Actual in FCS (FY16)	15 number

n/a: Not applicable | nu: No current update available
Placeholders in CSC are not highlighted here please refer to Annex 1 for more details.

WBG Tier 3

World Bank Group Performance

Satisfactory completion of country strategies			Satisfactory outcomes of WBG operations - World Bank		
Baseline (FY13)	55 (FY10-13) percent, IEG rating		Baseline (FY13)	71.2 (FY10-12) percent, IEG rating	
Actual (FY16)	66 (FY13-16) percent, IEG rating	watch	Actual (FY16)	70.6 (FY12-14) percent, IEG rating	watch
Actual in FCS (FY16)	56 (FY13-16) percent, IEG rating	watch	Actual in FCS (FY16)	70.4 (FY12-14) percent, IEG rating	watch
Target (FY17)	70 percent, IEG rating		Target (FY17)	75 percent, IEG rating	

Satisfactory WBG performance for country strategies			WBG commitments	
Baseline (FY13)	72 percent, IEG rating		Baseline (FY13)	52.9 US\$ billions
Actual (FY16)	66 (FY13-16) percent, IEG rating	off-track	Actual (FY16)	62.3 US\$ billions
Actual in FCS (FY16)	78 (FY13-16) percent, IEG rating	on-track	Target (FY17)	4.4 US\$ billions
Target (FY17)	75 percent, IEG rating			

Satisfactory outcomes of WBG operations - IFC		
Baseline (FY13)	64* (CY10-12) percent, IEG rating	
Actual (FY16)	54 (CY13-15) percent, IEG rating	off-track
Target (FY17)	65 (CY14-16) percent, IEG rating	

Satisfactory outcomes of WBG operations - MIGA		
Baseline (FY13)	76 (FY09-12) percent, IEG rating	
Actual (FY16)	63 (FY09-14) percent, IEG rating	

Bank Advisory Services and Analytics (ASA) objectives accomplished		
Baseline (FY13)	61** percent, client rating	
Actual (FY16)	92 percent, client rating	
Actual in FCS (FY16)	nu	
Target (FY17)	FY17 percent, client rating	

Capital mobilized on commercial terms			Private capital mobilized (direct)	
Baseline (FY13)	11.1 US\$ billions		Baseline (FY13)	n/a US\$ billions
Actual (FY16)	12 US\$ billions		Actual (FY16)	9.2 US\$ billions
Actual in FCS (FY16)	0.2 US\$ billions			

IFC advisory services successful development effectiveness rating		
Baseline (FY13)	76 percent, self-rating	
Actual (FY16)	68 percent, self-rating	watch
Actual in FCS (FY16)	71 percent, self-rating	watch
Target (FY17)	65 percent, self-rating	

Stakeholder feedback on WBG effectiveness and impact on results		
Baseline (FY13)	6.4 scale: 1-10	
Actual (FY16)	6.6 scale: 1-10	on-track
Actual in FCS (FY16)	6.3 scale: 1-10	watch
Target (FY17)	7.0 scale: 1-10	

Stakeholder feedback on WBG knowledge		
Baseline (FY13)	6.8 scale: 1-10	
Actual (FY16)	7.1 scale: 1-10	on-track
Actual in FCS (FY16)	6.8 scale: 1-10	watch
Target (FY17)	7.0 scale: 1-10	

Time for operational delivery WB: Concept to first disbursement			Time for operational delivery IFC: Mandate-to-disbursement	
Baseline (FY13)	28 months		Baseline (FY13)	n/a median # days
Actual (FY16)	27.7 months	off-track	Actual (FY16)	140 median # days
Actual in FCS (FY16)	22.4 months	watch	Target (FY17)	150 median # days
Target (FY17)	Cut by 1/3 months			

Client feedback/satisfaction on WBG effectiveness and impact on results		
Baseline (FY13)	6.9 scale: 1-10	
Actual (FY16)	7.1 scale: 1-10	on-track
Actual in FCS (FY16)	6.6 scale: 1-10	on-track
Target (FY17)	7.0 scale: 1-10	

Client feedback/satisfaction for IFC investment/advisory services		
Baseline (FY13)	85/90 percent satisfied	
Actual (FY16)	83/90 percent satisfied	watch / on-track
Actual in FCS (FY16)	80/85 percent satisfied	watch / on-track
Target (FY17)	85 percent satisfied	

Time for operational delivery MIGA: Concept to Guarantee issuance			Staff time spent across Regions	
Baseline (FY13)	5.41 months		Baseline (FY13)	10.7 (FY15) percent
Actual (FY16)	12 months		Actual (FY16)	14.4 percent

Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD)		
Baseline (FY13)	31.3 (FY15) percent	
Actual (FY16)	78 percent	on-track
Actual in FCS (FY16)	100 percent	on-track
Target (FY17)	100 percent	

Climate related WBG commitments		
Baseline (FY13)	8.4 US\$ billions	
Actual (FY16)	10.4 US\$ billions	
Actual in FCS (FY16)	0.43 US\$ billions	

Gender integrated country strategies		
Baseline (FY13)	86 percent	
Actual (FY16)	100 percent	on-track
Actual in FCS (FY16)	100 percent	on-track
Target (FY17)	100 percent	

Total revenue			Gross expenditure reduction	
Baseline (FY13)	8.5 US\$ billions		Baseline (FY13)	n/a US\$ billions
Actual (FY16)	9.8 US\$ billions		Actual (FY16)	263 US\$ billions
Target (FY17)			Target (FY17)	400 (FY18) US\$ billions

Share of Country Partnership Frameworks (CPFs) that have at least one joint objective in the results matrix		
Baseline (FY13)	83.3 percent	
Actual (FY16)	100 percent	
Actual in FCS (FY16)	100 percent	

Staff time spent across GP/CCSAs		
Baseline (FY13)	9.1 (FY15) percent	
Actual (FY16)	10 percent	

Staff perception of WBG collaboration		
Baseline (FY13)	23 percent	
Actual (FY16)	34 percent	watch
Target (FY17)	66 percent	

Average annual growth of WBG business revenue		
Baseline (FY13)	n/a percent	
Actual (FY16)	2 percent	off-track
Target (FY17)	>5% (FY15-24) percent	

Employee engagement		
Baseline (FY13)	71 percent	
Actual (FY16)	73 percent	on-track
Target (FY17)	76 percent	

Managerial effectiveness		
Baseline (FY13)	67 percent	
Actual (FY16)	71 percent	on-track
Target (FY17)	71 percent	

Staff diversity		
Baseline (FY13)	0.85 index	
Actual (FY16)	0.87 index	on-track
Target (FY17)	1.0 index	

Inclusion index		
Baseline (FY13)	54 (FY15) percent	
Actual (FY16)	57 percent	watch
Target (FY17)	68 percent	

WB Tier 3

World Bank Performance

Satisfactory outcomes for IBRD/IDA operations as a share of operations		
Baseline (FY13)	71.2 (FY10-12) percent, IEG rating	
Actual (FY16)	70.6 (FY12-14) percent, IEG rating	● watch
Actual in FCS (FY16)	70.4 (FY12-14) percent, IEG rating	● watch
Target (FY17)	75 percent, IEG rating	

IBRD/IDA commitments		Private capital mobilized		IBRD/IDA disbursements	
Baseline (FY13)	31.5 US\$ billions	Baseline (FY13)	11 US\$ billions	Baseline (FY13)	271 US\$ billions
Actual (FY16)	45.9 US\$ billions	Actual (FY16)	nu	Actual (FY16)	35.7 US\$ billions
Actual in FCS (FY16)	3.4 US\$ billions	Actual in FCS (FY16)	nu	Actual in FCS (FY16)	3.1 US\$ billions
Satisfactory Bank performance at entry (% IEG rating)		Satisfactory Bank performance during supervision (% IEG rating)		Time from the concept note to the first disbursement (% IEG rating)	
Baseline (FY13)	70.9 (FY10-12) percent of commitments	Baseline (FY13)	84.5 (FY10-12) percent of commitments	Baseline (FY13)	28 months
Actual (FY16)	73.5 (FY12-14) percent of commitments ● watch	Actual (FY16)	87.2 (FY12-14) percent of commitments ● on-track	Actual (FY16)	27.7 months ● off-track
Actual in FCS (FY16)	69.5 (FY12-14) percent of commitments ● watch	Actual in FCS (FY16)	92.1 (FY12-14) percent of commitments ● on-track	Actual in FCS (FY16)	22.4 months ● watch
Target (FY17)	80 percent of commitments	Target (FY17)	80 percent of commitments	Target (FY17)	Cut by 1/3 months
Disbursement ratio (% IEG rating)		Quality of Advisory Services and Analytics (ASA)		Advisory Services and Analytics (ASA) delivered in a timely manner	
Baseline (FY13)	20.5 (FY11-13) percent	Baseline (FY13)	n/a percent	Baseline (FY13)	68** percent
Actual (FY16)	19.3 percent ● watch	Actual (FY16)	85 percent	Actual (FY16)	88 percent
Actual in FCS (FY16)	18.8 percent ● watch	Actual in FCS (FY16)	nu	Actual in FCS (FY16)	nu
Target (FY17)	20 percent	Target (FY17)	FY17 percent	Target (FY17)	80 percent
External funding attracted for Advisory Services and Analytics (ASA)		Staff time spent across Regions		Operations design drawing lessons from evaluative approaches	
Baseline (FY13)	156 US\$ millions	Baseline (FY13)	10.7 (FY15) percent	Baseline (FY13)	50 ¹ percent
Actual (FY16)	86.9 US\$ millions	Actual (FY16)	14.4 percent	Actual (FY16)	74 ² percent ● on-track
Actual in FCS (FY16)	nu	Actual (FY16)	14.4 percent	Target (FY17)	100 percent

Satisfactory outcomes for IBRD/IDA operations as a share of commitments			Advisory Services and Analytics (ASA) objectives accomplished		
Baseline (FY13)	81.8 (FY10-12) percent, IEG rating		Baseline (FY13)	61** percent, client rating	
Actual (FY16)	81.4 (FY12-14) percent, IEG rating ● on-track		Actual (FY16)	92 percent, client rating	
Actual in FCS (FY16)	77.8 (FY12-14) percent, IEG rating ● watch		Actual in FCS (FY16)	nu	
Target (FY17)	80 percent, IEG rating		Target (FY17)	FY17 percent, client rating	
Client feedback on WB effectiveness and impact on results			Client feedback on WB responsiveness and staff accessibility		
Baseline (FY13)	6.9 scale: 1-10		Baseline (FY13)	6.6 scale: 1-10	
Actual (FY16)	7.2 scale: 1-10 ● on-track		Actual (FY16)	6.9 scale: 1-10 ● on-track	
Actual in FCS (FY16)	6.8 scale: 1-10 ● watch		Actual in FCS (FY16)	6.5 scale: 1-10 ● watch	
Target (FY17)	7.0 scale: 1-10		Target (FY17)	7.0 scale: 1-10	

Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD)			Projects with beneficiary feedback indicator at design		
Baseline (FY13)	31.3 (FY15) percent		Baseline (FY13)	26 (FY14) percent	
Actual (FY16)	78 percent ● on-track		Actual (FY16)	94 percent ● on-track	
Actual in FCS (FY16)	100 percent ● on-track		Actual in FCS (FY16)	96 percent ● on-track	
Target (FY17)	100 percent		Target (FY17)	100 percent	
Resolved registered grievances			Projects with gender-informed analysis, action and monitoring		
Baseline (FY13)	75 percent		Baseline (FY13)	54 percent	
Actual (FY16)	nu		Actual (FY16)	60 percent ● off-track	
Actual in FCS (FY16)	nu		Actual in FCS (FY16)	50 percent ● off-track	
Target (FY17)	75 percent		Target (FY17)	66 percent	
Projects reporting on gender results during implementation			Commitments with climate co-benefits		
Baseline (FY13)	55 percent		Baseline (FY13)	5.9 US\$ billions	
Actual (FY16)	78 percent ● on-track		Actual (FY16)	8.1 US\$ billions	
Actual in FCS (FY16)	82 percent ● on-track		Actual in FCS (FY16)	0.1 US\$ billions	
Target (FY17)	75 percent		Actual in FCS (FY16)	0.1 US\$ billions	

Projects with baseline data for all PDO indicators in the first ISR		
Baseline (FY13)	69 percent	
Actual (FY16)	82 percent ● watch	
Actual in FCS (FY16)	83 percent ● watch	
Target (FY17)	100 percent	

Total revenue		Average annual growth of IBRD business revenue		IBRD maximum loan exposure	
Baseline (FY13)	5.4 US\$ billions	Baseline (FY13)	n/a percent	Baseline (FY13)	173 US\$ billions
Actual (FY16)	6.3 US\$ billions	Actual (FY16)	13 percent ● on-track	Actual (FY16)	197 US\$ billions ● watch
Target (FY17)	≤100 percent	Target (FY17)	Contrib. to WBG >5% percent	Target (FY17)	Positive growth US\$ billions
IBRD budget anchor		IDA budget anchor		Support cost ratio	
Baseline (FY13)	155 percent	Baseline (FY13)	98 percent	Baseline (FY13)	0.5 percent
Actual (FY16)	135 percent ● watch	Actual (FY16)	94 percent ● on-track	Actual (FY16)	0.3 percent
Target (FY17)	≤100 percent	Target (FY17)	≤100 percent	Actual in FCS (FY16)	0.4 percent

Employee engagement		Managerial effectiveness	
Baseline (FY13)	71 percent	Baseline (FY13)	67 percent
Actual (FY16)	73 percent ● on-track	Actual (FY16)	71 percent ● on-track
Target (FY17)	77 percent	Target (FY17)	71 percent
Staff diversity		Inclusion index	
Baseline (FY13)	0.86 index	Baseline (FY13)	53 (FY15) percent
Actual (FY16)	0.89 index ● on-track	Actual (FY16)	56 percent ● watch
Target (FY17)	1.0 index	Target (FY17)	67 percent

1. IDA projects only | 2. IDA and other projects | **Different data source used for baseline and FY16 value | n/a: Not applicable | nu: No current update available
 Note: Rating and traffic lights assigned to each indicator are based on assessment of trend and progress toward target value for FY2017 | ● on-track | ● watch | ● off-track
 Placeholders in CSC are not highlighted here please refer to Annex 1 for more details.

Goals	Target		Baseline		Median of growth rates of average real per capita income of the bottom 40% (%)	Actual		Baseline	
	3 (2030); 9 (2020)	13.5* (2011)	Actual	Actual in FCS		3.1 (2013)	Actual in FCS	3.6* (2011)	nu
Population living on less than US\$ 1.90 a day* (%)	3 (2030); 9 (2020)	13.5* (2011)	Actual	Actual in FCS	40% (%)	3.1 (2013)	Actual in FCS	3.6* (2011)	nu
	10.7 (2013)	49.6 (2013)							
Growth	Baseline	Actual	Actual in FCS		Inclusiveness	Baseline	Actual	Actual in FCS	
GDP per capita (constant 2010 US\$)	4,156* (2012)	4,512 (2015)	1,418 (2015)		Opportunities: Countries with growth concentrated in the bottom 40% (%)	68.1* (2011)	57.1 (2013)	nu	
Gross capital formation (% of GDP)	31.3* (2013)	30.8 (2014)	23.1 (2014)		Access to electricity (%; bottom 40%/gap to average)	64/9 (2013)	63/9 (2016)	23/11 (2016)	
Agriculture value added per worker (constant 2010 US\$)	1,700.9* (2013)	1,899.9 (2015)	1,003.5 (2015)		Employed persons remaining extremely poor (%)	15 (2013)	15.8 (2016)	25.2 (2016)	
Adults with financial accounts (%; age 15+; all/ bottom 40%)	42/30 (2011)	nu	nu		Countries with equal economic opportunities for women in law (number)	13 (2013)	22 (2016)	7 (2016)	
- Women with financial accounts (%; age 15+)	37 (2011)	nu	nu		Education: Primary school completion (%; ages 15-19; bottom 40%/gap to average)	73/9 (2013)	64/8 (2016)	43/10 (2016)	
Sustainability and resilience	Baseline	Actual			Quality of learning				
Countries without wealth depletion (%)	50.4* (2010)	49.5 (2014)			Health: Access to essential health, nutrition and population services (%; bottom 40%)				
Countries with low or moderate risk from unsustainable debt (number)	63 (2012)	62 (2015)			Under 5 mortality rate (per 1,000 live births)	52 (2012)	46.9 (2015)	78.2 (2015)	
Countries mainstreaming disaster risk management (%)	69 (2013)	74 (2015)			Malnutrition, height for age (%; children under 5)	26 (2012)	22.9 (2015)	36.9 (2015)	
Population living in areas under water stress (%)			nu		Access to safe water within a household (%; bottom 40%/gap to average)	45/7 (2013)	nu	nu	
Population exposed to harmful air pollution (PM2.5) (%)	89.1 (2010)				Access to improved sanitation (%; overall population)	60.1* (2012)	62.0 (2015)	43.9 (2015)	
Global environmental sustainability									
CO ₂ emissions* (kg per 2011 PPP\$ of GDP)		0.37 (2010)	0.36 (2013)						
Average annual deforestation change* (%)		0.10* (2010)	0.09 (2015)						
Climate resilience and climate finance (tbd)									

*Baseline value updated nu: No current update available n/a: Not applicable *Global - reported for all countries.

Client Results Supported by World Bank Group Operations

Results	Baseline		Actual		Actual in FCS		Female beneficiaries (FY16)	
	(FY13)	(FY16)	(FY16)	(FY16)	(FY16)	(FY16)	(FY16)	(FY16)
Growth								
Private investments catalyzed (US\$ billions)	n/a	nu	nu	nu	nu	nu	nu	nu
Farmers reached with agricultural assets and services (millions)	3.9	18.9	18.9	18.9	0.5	0.5	2.01	2.01
People, microenterprises and SMEs reached with financial services (millions)	33.0	59.1	59.1	59.1	0.3	0.3	19.1	19.1
Transport indicator (tbd)								
Expanded conventional/renewable power generation (gigawatt hours, annual)	25,491/13,405	47,343/25,173	47,343/25,173	47,343/25,173	3,182/1,746	3,182/1,746		
People reached with ICT (tbd)								
Inclusiveness								
Jobs (tbd)								
People provided with new or improved electricity service (millions)	32.7	75.2	75.2	75.2	14.9	14.9		
Students reached (millions)	15.9	20.1	20.1	20.1				
People who have received essential health, nutrition and population (HNP) services (millions)	257.4	319.2	319.2	319.2	17.6	17.6	45.1	45.1
People provided with access to an improved water source (millions)	38.4	59.4	59.4	59.4	11.0	11.0	nu	nu
People provided with access to improved sanitation facilities (millions)	12.9	43.5	43.5	43.5	3.6	3.6	nu	nu
Sustainability and resilience								
Countries with strengthened public management systems (number)	107	92	92	92	10	10		
Countries institutionalizing disaster risk reduction as a national priority (number)	29	35	35	35	2	2		
GHG emissions (tbd)								

World Bank Group Performance

Performance	Target				Actual				Actual in FCS			
	(FY17)	(FY13)	(FY16)	(FY16)	(FY17)	(FY13)	(FY16)	(FY16)	(FY17)	(FY13)	(FY16)	(FY16)
DEVELOPMENT IMPACT												
Development outcomes ratings												
Satisfactory completion of country strategies (%; IEG rating)	70	55 (FY10-13)	66 (FY13-16)	56 (FY13-16)								
Satisfactory outcomes of WBG operations												
- World Bank (%; IEG rating)	75	71.2 (FY10-12)	70.6 (FY12-14)	70.4 (FY12-14)								
- IFC (%; IEG rating)	65 (CY14-16)	64* (CY10-12)	54 (CY13-15)									
- MIGA (%; IEG rating)		76 (FY09-12)	63 (FY09-14)									
Bank Advisory Services and Analytics (ASA) objectives accomplished (%; client rating)	FY17	61**	92	nu								
IFC advisory services successful development effectiveness rating (%; self-rating)	65	76	68	71								
Stakeholder and Client feedback												
Stakeholder feedback (scale: 1-10)												
- on WBG effectiveness and impact on results	7.0	6.4	6.6	6.3								
- on WBG knowledge	7.0	6.8	7.1	6.8								
Client feedback/satisfaction												
- on WBG effectiveness and impact on results (scale: 1-10)	7.0	6.9	7.1	6.6								
- for IFC investment/advisory services (% satisfied)	85	85/90	83/90	80/85								
STRATEGIC CONTEXT												
Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD) (%)	100	31.3 (FY15)	78	100								
Mainstreaming of priorities												
Climate related WBG commitments (US\$ billions)		8.4	10.4	0.43								
Gender integrated country strategies (%)	100	86	100	100								
Working as one WBG												
Share of Country Partnership Frameworks (CPFs) that have at least one joint objective in the results matrix (%)												
Staff time spent across GP/CCSAs (%)												
Staff perception of WBG collaboration (%)												
OPERATIONAL DELIVERY FOR CLIENTS												
Satisfactory WBG performance for country strategies (%; IEG rating)	75	72 (FY10-13)	66 (FY13-16)	78 (FY13-16)								
WBG commitments (US\$ billions)		52.9	62.3	4.4								
Capital mobilized on commercial terms (US\$ billions)		11.1	12	0.2								
Private capital mobilized (direct) (US\$ billions)		n/a	9.2									
Time for operational delivery												
- WB: Concept to first disbursement (months)	Cut by 1/3	28	27.7	22.4								
- IFC: Mandate-to-disbursement (median # days)	150	n/a	140									
- MIGA: Concept to Guarantee issuance (months)		5.41	12									
Staff time spent across Regions (%)												
FINANCIAL SUSTAINABILITY												
Total revenue (US\$ billions)		8.5	9.8									
Average annual growth of WBG business revenue (%)	>5% (FY15-24)	n/a	2									
Gross expenditure reduction (US\$ millions)	400 (FY18)	n/a	263									
MANAGING TALENT												
Employee engagement (%)	76	71	73									
Managerial effectiveness (%)	71	67	71									
Staff diversity (index)	1.0	0.85	0.87									
Inclusion index (%)	68	54 (FY15)	57									

*Baseline value updated nu: No current update available n/a: Not applicable **Different data source used for baseline and FY16 value

WORLD BANK CORPORATE SCORECARD – OCTOBER 2016

Client Results Supported by World Bank Operations

Results	Client Results Supported by World Bank Operations				
		Baseline (FY13)	Actual (FY16)	Actual in FCS (FY16)	Female beneficiaries (FY16)
Growth					
Private investments catalyzed (US\$ billions)		n/a	33.5	nu	–
People, microenterprises and SMEs reached with financial services (millions)		15.3	11.4	0.1	4.8
Farmers adopting improved agricultural technology (millions)		1.8	4.03	0.25	0.34
Area provided with irrigation services (hectares, millions)		1.2	3.01	0.24	–
Roads constructed and rehabilitated (kilometers, thousands)		95	90.5	11.95	–
Additional and improved transport services (tbd)					
Generation capacity of conventional/renewable energy (megawatts)		1,430/904	5,003/2,486	26/83	–
Inclusiveness					
Beneficiaries of job-focused interventions (tbd)					
People provided with direct/inferred access to electricity (millions)		6.9/2.3	23.5/8.4	0.4/1.1	–
Students that have benefitted from learning assessments (millions)		15.5	17.9	–	–
Teachers recruited or trained (millions)		1.0	9.0	1.0	–
People who have received essential health, nutrition and population (HNP) services (millions)		250.9	310.8	17.5	43.9
People provided with access to an improved water source (millions)		35.3	49.9	10.4	nu
People provided with access to improved sanitation facilities (millions)		6.8	17.6	0.6	nu
Beneficiaries covered by social safety net programs (millions)		37.4	39.5	7.6	20.5
Sustainability and resilience					
Countries with strengthened public management systems in					
- Civil service and public administration (number)		29	29	7	–
- Tax policy and administration (number)		24	29	5	–
- Public financial management (number)		56	59	10	–
- Procurement (number)		16	16	2	–
Emission reductions with support of special climate instruments (annual, million tons CO ₂ equivalent)		903	44.5	–	–
Projected lifetime energy and fuel savings (MWh and MJ)		1,270,000 (FY14)/n/a	8.28X10 ⁸ /2.98X10 ¹²	58,390/210,204,000	–
Countries institutionalizing disaster risk reduction as a national priority (number)		29	35	2	–
Countries supported on statistical capacity (number)		51	59	15	–

World Bank Performance

Performance	DEVELOPMENT IMPACT				Quality and timeliness of lending operations			
	Target (FY17)	Baseline (FY13)	Actual (FY16)	Actual in FCS (FY16)	Target (FY17)	Baseline (FY13)	Actual (FY16)	Actual in FCS (FY16)
Development outcomes ratings					Satisfactory Bank performance (% of commitments)			
Satisfactory outcomes for IBRD/IDA operations					- at entry (% of commitments)			
- as a share of operations (% of commitments)	75	71.2 (FY10-12)	70.6 (FY12-14)	70.4 (FY12-14)	80	70.9 (FY10-12)	73.5 (FY12-14)	69.5 (FY12-14)
- as a share of commitments (% of commitments)	80	81.8 (FY10-12)	81.4 (FY12-14)	77.8 (FY12-14)	80	84.5 (FY10-12)	87.2 (FY12-14)	92.1 (FY12-14)
Advisory Services and Analytics (ASA) objectives accomplished (% of commitments)	FY17	61**	92	nu	Time from the concept note to the first disbursement (months)			
Client feedback					Disbursement ratio (%)			
Client feedback (scale: 1-10)					Cut by 1/3			
- on WB effectiveness and impact on results	7.0	6.9	7.2	6.8	20	20.5 (FY11-13)	19.3	18.8
- on WB responsiveness and staff accessibility	7.0	6.6	6.9	6.5	Quality and efficiency of Advisory Services and Analytics (ASA) products			
STRATEGIC CONTEXT					Quality of Advisory Services and Analytics (ASA) (%)			
Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD) (%)					Advisory Services and Analytics (ASA) delivered in a timely manner (%)			
Incorporating citizen and beneficiary feedback					External funding attracted for Advisory Services and Analytics (ASA) (US\$ millions)			
Projects with beneficiary feedback indicator at design (%)	100	26 (FY14)	94	96	Knowledge and science of delivery for results			
Resolved registered grievances (%)	–	75	nu	nu	Staff time spent across Regions (%)			
Mainstreaming of priorities					Operations design drawing lessons from evaluative approaches (%)			
Projects with gender-informed analysis, action and monitoring (%)	66	54	60	50	Projects with baseline data for all PDO indicators in the first ISR (%)			
Projects reporting on gender results during implementation (%)	75	55	78	82	FINANCIAL SUSTAINABILITY AND EFFICIENCY			
Commitments with climate co-benefits (US\$ billions)	–	5.9	8.1	0.1	Total revenue (US\$ billions)			
Projects with climate change co-benefits implementing agreed climate actions (%)	FY17				Average annual growth of IBRD business revenue (%)			
OPERATIONAL DELIVERY FOR CLIENTS					IBRD maximum loan exposure (US\$ billions)			
Financing for clients					IBRD budget anchor (%)			
IBRD/IDA commitments (US\$ billions)	–	31.5	45.9	3.4	IDA budget anchor (%)			
Private capital mobilized (US\$ billions)	–	1.1	nu	nu	Support cost ratio (%)			
IBRD/IDA disbursements (US\$ billions)	–	27.1	35.7	3.1	MANAGING TALENT			
					Employee engagement (%)			
					Managerial effectiveness (%)			
					Staff diversity (index)			
					Inclusion index (%)			

¹ IDA projects only ² IDA and other projects *Baseline value updated nu: No current update available n/a: Not applicable **Different data source used for baseline and FY16 value

Note: Rating and traffic lights assigned to each indicator are based on assessment of trend and progress toward target value for FY2017 ● On-track ● Watch ● Off-track

Corporate Scorecards Definitions

TIER 1: GOALS AND DEVELOPMENT CONTEXT

Goals and Development Context are the same for the World Bank Group and the World Bank Corporate Scorecards. Data are for IBRD and IDA countries unless otherwise indicated.

Population living on less than US\$ 1.90 (2011 PPP) a day (%): Percentage of the world population living on less than \$1.90 a day at 2011 international prices. Average, weighted by the total population. Data reported for the world.

Source: *World Bank staff estimates calculated using data from PovcalNet.*¹
Frequency: Annual (available annual data vary by country).

Median growth rate of average real per capita income of the bottom 40% (%): Median, across all client countries, of the growth rates of average real per capita income of the bottom 40% of every country's population. The growth rate of the bottom 40% of the population of a country for year T is the average annual growth rate measured over a period of (roughly) five years leading up to (or close to) year T. The baseline number refers to a period that corresponds to roughly five years for every country, ending in a year between 2008 and 2013. Data are available for 63 countries.

Source: *Global database of Shared Prosperity circa 2008-2013, calculated from the Global Poverty Working Group dataset.*
Frequency: Annual (available annual data vary by country).

GDP per capita (constant 2010 US\$): Gross domestic product divided by midyear population. GDP is the sum of gross value added by all resident producers in the economy plus any product taxes and minus any subsidies not included in the value of the products. It is calculated without making deductions for depreciation of fabricated assets or for depletion and degradation of natural resources.

Source: *World Bank, World Development Indicators.*
Frequency: Annual.

Gross capital formation (% of GDP): Gross capital formation (formerly gross domestic investment) consists of outlays on additions to the fixed assets of the economy plus net changes in the level of inventories. Fixed assets include land improvements (fences, ditches, drains, etc.); plant, machinery, and equipment purchases; and the construction of roads, railways, and the like, as well as schools, offices, hospitals, private residential dwellings, and commercial and industrial buildings. Inventories are stocks of goods held by firms to meet temporary or unexpected fluctuations in production or sales, and "work in progress." According to the 1993 SNA, net acquisitions of valuables are also considered capital formation. Population coverage is 64.8% for FCS for 2014 in FY16.

Source: *World Bank, World Development Indicators.*
Frequency: Annual.

Agriculture value added per worker (constant 2010 US\$): A measure of agricultural productivity. Value added in agriculture measures the output of the agricultural sector (ISIC divisions 1-5) less the value of intermediate inputs. Agriculture comprises value added from forestry, hunting, and fishing, as well as cultivation of crops and livestock production. Average, weighted by agricultural employment. Population coverage is 65% for FCS for 2015 in FY16.

Source: *World Bank, World Development Indicators.*
Frequency: Annual.

Adults with financial accounts (% , age 15+ all/bottom 40%): Percentage of adults (age 15+) in overall population and for bottom 40% of earners that use an account at a bank, credit union, another regulated financial institution (e.g., cooperative, microfinance institution) or the post office or mobile money services. Accounts can be accessed directly at a branch, or remotely via an agent, correspondent, or mobile phone. Average, weighted by the total population.

Source: *Global Findex database 2015*.
Frequency: Survey, every 3 years.

Adult women with financial accounts (% of women, age 15+): Percentage of adult women (age 15+) that use an account at a bank, credit union, another regulated financial institution (e.g., cooperative, microfinance institution), or the post office or mobile money service. Accounts can be accessed directly at a branch, or remotely via an agent, correspondent, or mobile phone.

Source: *Global Findex database 2015*.
Frequency: Survey, every 3 years.

Countries with growth concentrated in the bottom 40% (%): Percentage of countries (with available data) for which growth in the average (mean) real per capita income of the bottom 40% is positive and greater than growth in the average (mean) real per capita income of the total population. Growth rates are annualized (average annual growth rate) over a time interval of roughly five years. The growth rate of the bottom 40% of the population of a country for year T is the average annual growth rate measured over a period of (roughly) five years leading up to (or close to) year T. The baseline number refers to a period that corresponds to roughly five years for every country, ending in a year between 2008 and 2013. Data are available for 63 countries.

Source: *Global database of Shared Prosperity circa 2008-2013, calculated from the Global Poverty Working Group dataset*.
Frequency: Annual (available data vary by country).

Access to electricity (% , bottom 40% , and gap to average): Percentage of the poorest 40% of population of each country with available data (excluding China) that have access to electricity through a household connection, and the gap to the country's average electricity access rate. Electricity refers to the public or quasi-public service availability of electricity from mains. It refers to having an electrical connection and does not reflect details about actual electrical service received by the household. Bottom 40% is defined as the poorest 40% of each country. The data are not to be interpreted as data for the poorest 40% globally. The gap is calculated as the difference between the country's total population average rate and the average rate for the poorest 40% of the population. Average, weighted by the total population. Data are available for 92 countries. The baseline data are from World Bank, the International Income Distribution database. The current estimates are from World Bank, The Global Micro Database.

Source: *World Bank, Global Micro Database (2016)*.
Frequency: Annual.

Employed persons remaining extremely poor (% , age 15+): Percentage of extremely poor among employed people of age 15+. The employed comprise all persons of working age who, during a specified brief period such as one week or one day, were in the following categories: (a) paid employment (whether at work or with a job but not at work); or (b) self-employment (whether at work or with an enterprise but not at work). Extremely poor are defined as people who live under US\$1.90 a day at 2011 international prices. Average, weighted by the total population. Data are available for 96 countries. The baseline data is from World Bank, International Income Distribution database. The current estimates are from World Bank, The Global Micro Database.

Source: *World Bank, Global Micro Database (2016)*.
Frequency: Annual.

Countries with equal economic opportunities for woman in law (number): Number of countries whose laws provide women and men the equal ability to participate in the economy or generate an income by getting a job or starting a business, including the capacity to sign contracts, open bank accounts, and pursue employment opportunities. The indicator covers four areas: (a) accessing institutions – examining legal capacity; (b) using property - covering ownership rights; (c) getting a job – examining working hours, industry restrictions, and retirement and pensionable ages; and (d) providing incentives to work - covering tax treatment. Data are examined separately for married and unmarried women. Number of examined countries varies by year; 2016 dataset includes 140 economies.

Source: *Women, Business and the Law database*.

Frequency: NA.

Primary school completion rate (% , ages 15-19; bottom 40% and gap to average): Percentage of the poorest 40% persons aged 15-19 who have completed primary school education, and the gap to the country's average rate. Bottom 40% is defined as the poorest 40% of each country. The data are not to be interpreted as data for the poorest 40% globally. The gap is calculated as the difference between the country's total population average rate and the average rate for the poorest 40% of population. Average, weighted by the total population. Data are available for 95 countries. The baseline data is from World Bank, International Income Distribution database. The current estimates are from World Bank, The Global Micro Database.

Source: *World Bank, Global Micro Database (2016)*.

Frequency: Annual.

Access to essential health, nutrition, and population services (% , bottom 40%): Percentage of the poorest 40% of population receiving essential health, nutrition, and population (HNP) services. The essential HNP services, depending on the country context, include number of children immunized; number of pregnant women who have received antenatal care; number of deliveries attended by skilled health personnel; number of women who have received family planning services; number of women and children who have received basic nutrition services; number of adults and children who have received tuberculosis treatment (WHO-recommended Directly Observed Treatment Short Course (DOTS)); number of adults and children who have received treatment for malaria; number of adults and children who have received antiretroviral therapy; number of children who have received treatment for pneumonia; number of children who have received treatment for diarrhea; number of adults who have received screening for high blood pressure; number of adults who have received treatment for high blood pressure; number of adults who have received screening for diabetes; number of adults who have received treatment for diabetes; number of adults who have received screening for cancer; number of adults who have received treatment for cancer; and number of adults who have received treatment for mental illness. Definition and methodology are still under development.

Source: *World Bank and World Health Organization*.

Frequency: NA.

Under 5 mortality rate (per 1,000 live births): Probability per 1,000 that a newborn baby will die before reaching age five, if subject to age-specific mortality rates of the specified year. Average, weighted by the number of live births.

Source: *World Bank, World Development Indicators*.

Frequency: Annual

Malnutrition, height for age (% , children under 5): Percentage of children under age 5 whose height for age is more than two standard deviations below the median for the international reference population ages 0-59 months. For children up to two years old, height is measured by recumbent length. For older children height is measured by stature while standing. The data is based on child growth standards released by WHO in 2006.

Source: *World Bank, World Development Indicators*.

Frequency: Annual.

Access to safe water within a household (% , bottom 40% and gap to average): Percentage of the poorest 40% of population of each country with available data excluding China with access to water delivered via a pipe within the house or compound, and the gap to the country's population average. The pipe can be either an interior or exterior pipe. The bottom 40% is defined as the poorest 40% of each country. The data are not to be interpreted as data for the poorest 40% globally. The gap is calculated as the difference between the country's total population average rate and the average rate for the poorest 40% of population. Average, weighted by the total population. Data are available for 79 countries. The baseline data are from World Bank, International Income Distribution database. The source of the current estimates is JMP.

Source: *World Bank, WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation (<http://www.wssinfo.org/>)*.
Frequency: Annual.

Access to improved sanitation (% , overall population): The percentage of the population using improved sanitation facilities that ensure hygienic separation of human excreta from human contact: flush/pour flush (to piped sewer system, septic tank, pit latrine), ventilated improved pit latrine, pit latrine with slab, composting toilet. Average, weighted by the total population.

Source: *World Bank, World Development Indicators*.
Frequency: Annual.

Countries without wealth depletion (%): Percentage of countries with zero or positive changes in per capita wealth. Based on changes in physical, human, and natural capital, change in per capita wealth indicates a country's genuine savings to sustain income and welfare for its (growing) populations in the future. This measure is based on gross national savings adjusted for changes in physical (i.e., depreciation in fixed capital), human (e.g., education expenditure), and natural capital (i.e., mineral, energy, and forest depletion), and accounting for the wealth-diluting effects of population growth. Historic and current estimates are based on updated data sources and methodology for the forthcoming *The Changing Wealth of Nations 2017*.

Source: *World Bank staff estimates based on The Changing Wealth of Nations 2017*.
Frequency: Annual.

Countries with low or moderate risk from unsustainable debt (number): Number of countries rated 4.0 and above on a scale of 1-6 scale on question 3. A of the Country Policy and Institutional Assessment (CPIA). The indicator rating is based on debt policy criteria and assesses whether a country's debt management policy is conducive to ensure medium-term debt sustainability and minimize budgetary risk. The criteria cover the extent to which external and domestic debt is contracted, with a view to achieving/maintaining debt sustainability. The CPIA rates countries against a set of 16 criteria grouped in four clusters: (a) economic management; (b) structural policies; (c) policies for social inclusion and equity; and (d) public sector management and institutions. For data comparability purposes, the 2015 number includes countries that were not assessed in 2015/2014 because of changes in country coverage, but that were included in the previous years, with 2014/2013 ratings.

Source: *World Bank Group, CPIA³ database*.
Frequency: Annual.

Countries mainstreaming disaster risk management (%): Percent of countries that have made progress toward mainstreaming disaster risk management (DRM) in their development policies and programs. It includes countries that have reported satisfactory progress (satisfactory refers to an HFA (Hyogo Framework for Action) score of 3 out of 5) with an aggregate HFA score of 15/25 for all HFA priority areas: (a) ensuring DRM is a national and local priority with strong institutional bases for implementation; (b) identifying, assessing, and monitoring disaster risks and enhancing early warning; (c) using knowledge, innovation, and education to build a culture of safety and resilience; (d) reducing underlying risk factors; and (v) strengthening disaster preparedness for effective response.

Source: *World Bank staff estimates based on data from UNISDR*.
Frequency: Every second year.

Population living in areas under water stress (%): Water stress is measured by an index determining water demand pressures from the domestic, industrial, and agricultural sectors (including usage, pollution, and abiotic stress) relative to the local and upstream water service supplies. This measure also accounts for infrastructure to mitigate water stress (e.g., water treatment plants), so as to calculate the net water stress. Areas with water stress are overlaid with population maps to calculate the population share living in these areas.

Source: *World Bank staff estimates based on data from FAO's AQUASTAT Database.*
Frequency: Annual.

Population exposed to harmful air pollution (PM 2.5) (%): Percent of a country's population living in places where mean annual concentrations of PM2.5 are greater than 10 micrograms per cubic meter, the guideline value recommended by the World Health Organization as the lower end of the range of concentrations over which adverse health effects due to PM2.5 exposure have been observed.

Source: *Brauer, M., et al. 2016. "Ambient Air Pollution Exposure Estimation for the Global Burden of Disease 2013." Environmental Science & Technology 50, no. 1: 79–88*
Frequency: Annual.

CO₂ emissions (kg per 2011 PPP\$ of GDP): Carbon dioxide emissions stem from the burning of fossil fuels and the manufacture of cement. They include CO₂ produced during the consumption of solid, liquid, and gas fuels and gas flaring. Measured in kg of CO₂ equivalent per \$ of GDP at 2011 international prices. GDP in PPP is the gross domestic product converted to international dollars using purchasing power parity rates. An international dollar has the same purchasing power over GDP as the US dollar has in the United States. Data are reported for the world.

Source: *World Bank, World Development Indicators.*
Frequency: Annual.

Average annual deforestation change (%): Permanent conversion of natural forest area to other uses, including agriculture, ranching, settlements, and infrastructure. Deforested areas do not include areas logged but intended for regeneration or areas degraded by fuelwood gathering, acid precipitation, or forest fires. Average, weighted by forest area. Data are reported for the world.

Source: *World Bank, World Development Indicators.*
Frequency: Annual.

Tier 2: CLIENT RESULTS SUPPORTED BY WORLD BANK GROUP/ WORLD BANK OPERATIONS

The Results sections of the World Bank Group and World Bank Corporate Scorecards report results achieved by clients implementing operations supported by the World Bank Group/World Bank. Results reported are three-year incremental values, as reported by projects that are active and/or closed during the three-year reporting period (currently FY14-FY16).

Data are disaggregated for fragile and conflict-affected situations (FCS) and for female beneficiaries where feasible. Efforts are continuing to improve the level of sex disaggregated reporting by projects. FCS figures are based on countries of the FCS list equivalent to the last year of the reporting period (currently FY16).

WORLD BANK GROUP

The Results Tier of the World Bank Group Corporate Scorecard integrates results from the World Bank's investment project financing (IBRD, IDA, and recipient-executed trust funds), IFC's Investment Services, and operations supported by MIGA. The exception is the "Countries with strengthened public management systems" indicator, which also includes the World Bank's development policy operations and IFC's Advisory Services. Efforts are under way to integrate more systematically the results of policy, knowledge, and advisory activities.

When interpreting results, it is important to consider that the World Bank, IFC, and MIGA operate with different instruments and work with different clients—i.e., government and private sector, respectively. The results reported are those achieved by these clients, with the support of the World Bank and IFC/MIGA. It is also important to bear in mind that some indicators aggregate results from projects that finance expenditures (e.g., WB projects that fund vaccinations) and projects that finance capital investments (e.g., IFC investments in hospitals). The aggregation of results across the World Bank Group has created the opportunity for the World Bank, IFC, and MIGA to align their methodologies to support accurate and meaningful results reporting. This alignment resulted in some adjustments to baseline values, as methodologies were refined to better capture actual results.

Private investment catalyzed (US\$ billions): Private investment catalyzed is an aggregate figure comprising the following elements:

- > **Private capital mobilized:** Financing from private entities other than the WBG that becomes available to clients at financial close because of the WBG's active and direct involvement in raising those resources.
- > **Private cofinance:** For the purposes of the CSC, this should be understood to be "private financing of operations" to avoid confusion with other WBG "cofinancing" concepts.
- > **Private finance catalyzed:** Private sector investment resulting from the WBG's involvement in a transaction, operation, or non-financing activity. Includes investment made as a result of an operation after it is completed.

These definitions are aligned with the concepts that have been agreed with other MDBs and that have been recommended by the MDB Task Force on Measuring the Catalyzation of Private Finance to MDB Heads at the 2016 Annual Meetings.

Source: *Project Approval Documents; IFC Core Mobilization (adjusted), Value of Financing Facilitated, Investment Climate indicators; MIGA Mobilization; multipliers developed in conjunction with WBG economists.*
Frequency: Annual.

Farmers reached with agricultural assets and services (millions): Farmers who were provided with agricultural assets and services under World Bank Group-supported operations. *Data: FY14-FY16.*

- > For the World Bank, contribution includes the following core sector indicators: targeted agriculture clients satisfied with agricultural services; clients who have adopted an improved agricultural technology promoted by the project; people in targeted forest and adjacent communities with increased monetary or non-monetary benefits from forests; people employed in production and processing of forest products; water users provided with new/improved irrigation and drainage services; and land users adopting sustainable land management practices as result of the project; as well as any custom indicators that specify farmers.
- > For IFC and MIGA, contribution includes the number of farmers that are linked to the operations of IFC or MIGA's client company: gaining access to market as suppliers of agricultural products; benefiting from access to agricultural inputs as clients; or gaining access to financial services, measured by the number of outstanding agribusiness loans in the portfolio of a financial intermediary at the end of its fiscal year. Agribusiness loans are only loans that specifically finance agriculture activities.

Source: *World Bank Group SAP; IFC DOTS System; MIGA DEIS System.*
Frequency: Annual (covers a 3-year period).

People, microenterprises, and SMEs reached with financial services (millions): Number of people, microenterprises, and small and medium-sized enterprises (SMEs) reached with financial services by World Bank Group-supported operations. *Data: FY14-FY16.*

- > For the World Bank, financial services refer primarily to loans outstanding to individuals, microenterprises, and SMEs. Efforts will be made in the future to also cover additional financial services supported by the World Bank, such as access to deposit accounts.
- > IFC and MIGA count a broader range of financial services with data disaggregated between individuals/micro enterprises and SMEs:
 - Individuals/microfinance: This category counts deposit accounts; the number of outstanding micro, housing, and retail loans; and clients reached with insurance and pensions. IFC and MIGA count the year-end number of outstanding loans, clients insured, and deposit accounts. Microfinance loan is defined as a commercial loan with amount at origination up to US\$10,000. Retail loans include consumer credit cards, store cards, motor (auto) finance, personal loans (installment loans), consumer lines of credit, and retail loans (retail installment loans).
 - SME finance: SME finance includes SME loans, leasing, and enterprise insurance. SME loan is defined as a commercial loan with amount at origination between US\$10,000 and US\$1,000,000 (or to US\$2,000,000 in more advanced economies). Enterprise insurance includes the number of non-life commercial lines and agribusiness.

Source: *World Bank Group SAP.*
Frequency: Annual (covers a 3-year period).

Expanded conventional/renewable power generation (gigawatt hours, annual): Gigawatt hours of conventional and renewable power generation produced annually with the support of World Bank Group-supported operations. Renewable energy is defined to include hydropower and power from wind, solar, geothermal, and other renewable sources. *Data: FY14-FY16.*

- > World Bank reports on capacity of conventional and renewable energy. Capacity (MW) is translated to GWh based on standard conversion factors for different technology types.
- > IFC and MIGA report GWh of power generated by the client company per year.

Source: *World Bank Group SAP.*
Frequency: Annual (covers a 3-year period).

People provided with new or improved electricity service (millions): Number of people that have received a new connection or improved service from increased power generation or new or upgraded distribution/transmission lines as a result of World Bank Group-supported operations. *Data: FY14-FY16.*

- > World Bank contribution includes the number of people who have received a new grid or off-grid electricity connection and the number of people that have benefitted from increased generation capacity, a proportion of whose output is reasonably estimated to be powering residential customers. In the future, efforts will be made to also estimate the population benefitting from the World Bank's transmission and distribution investments.
- > IFC and MIGA contributions include the estimated number of full-service-equivalent residential customers that have access to power generated by the project and the number of residential customers benefiting from power distribution.

Source: *World Bank Group SAP.*

Frequency: Annual (covers a 3-year period).

Students reached (millions): Number of students that have benefitted from World Bank Group-supported operations. Composite indicator of World Bank, IFC, and MIGA.

- > World Bank contribution includes the total number of students in all countries that benefited from World Bank-supported projects or activities supporting classroom assessment, examinations, national, or international assessments. The number of students benefiting from the assessment is calculated as the total number of students in the targeted cycle in each of the countries supported. The cycle refers to International Standard Classification of Education (2011) categorization: primary, lower secondary, upper secondary education. The students are counted only if the governments score 5 or higher (the highest score is 6) in the Assessment Rubric based on the Systems Approach for Better Education Results Framework, which measures the extent to which the country is using the results of the assessments to enhance the quality of education. Results achieved by projects approved between FY09 and FY13, as an approximation of the last 3-year results. Precise results achieved in the last three fiscal years cannot be determined, given that students' benefits accrue over time.
- > IFC and MIGA count the number of full-time-equivalent (FTE) students enrolled annually in institutions receiving support from IFC or MIGA. Student FTE represents the institution's best academic judgment of the full-time equivalence of the students. The full-time equivalence of students on part-time courses should be established by comparison with a comparable full-time course. Part-time students should be returned as a proportion of an equivalent full-time course. The Student FTE of part-time study can be estimated on either a "credit" or a "time" basis. The number of student loans provided by financial institutions receiving support from IFC and MIGA also counts toward the total number of students reached by IFC/MIGA, where each loan outstanding is used as a proxy for one student.

Source: *World Bank Group SAP.*

Frequency: Annual (covers a 3-year period).

People who have received essential health, nutrition, and population (HNP) services (millions): Number of people that have received any of the essential HNP services supported by World Bank Group operations. *Data: FY14-FY16.*

- > World Bank contribution covers the following HNP services: children immunized; pregnant women receiving antenatal care; birth (deliveries) attended by skilled health personnel; pregnant/lactating women, adolescent girls, and children under 5 reached by nutrition services; and people receiving tuberculosis treatment in accordance with WHO-recommended Directly Observed Treatment Short Course (DOTS). Efforts are under way to expand reporting to other

essential HNP services—see the World Bank indicator definition below for the full list of HNP services to be covered.

- > IFC and MIGA report on the total annual number of outpatient consultations and total number of inpatient consultations supported by IFC/MIGA's clients.

Source: *World Bank Group SAP*.

Frequency: Annual (covers a 3-year period).

People provided with access to an improved water source (millions): Number of people who benefited from improved water supply services provided by World Bank Group-supported operations.

- > World Bank contribution includes number of additional people who benefited from improved water sources (following the UNICEF-WHO Joint Monitoring program definition) that have been provided under World Bank operations.
- > IFC and MIGA contributions include number of people receiving water distribution services in a given year through IFC/MIGA clients.

Source: *World Bank Group SAP*.

Frequency: Annual (covers a 3-year period).

People provided with access to improved sanitation facilities (millions): Number of people who benefited from improved sanitation facilities through World Bank Group-supported operations.

- > World Bank contribution includes number of additional people who benefited from improved sanitation facilities (following the UNICEF-WHO Joint Monitoring program definition) provided under World Bank operations.
- > IFC and MIGA contributions include number of people receiving wastewater services in a given year through IFC/MIGA clients.

Source: *World Bank Group SAP*.

Frequency: Annual (covers a 3-year period).

Countries with strengthened public management systems (number): Number of countries in which a particular public management system has been strengthened through World Bank Group-supported operations. Indicator aggregates countries that have demonstrated public management system strengthening in at least one of the following areas: (a) civil service and public administration, (b) tax policy and administration, (c) public financial management, (d) procurement, and (e) improvements in investment climate for private sector. *Data: FY14-FY16*.

- > World Bank contribution covers areas (a) to (d). Institutional strengthening is measured with "Indicators of the Strength of Public Management Systems." See World Bank indicator definition below for more details.
- > IFC contribution covers countries in area (e) with improved investment climate for private sector. Number of countries that have improved relevant performance measures such as "promoting and retaining investments," "strengthening competition," and reducing the "time and cost of key services to business," with some measures being captured at a sector-specific level.

Source: *World Bank Group SAP*.

Frequency: Annual (covers a 3-year period).

Countries institutionalizing disaster risk reduction as a national priority (number): Number of countries with World Bank Group-supported programs that contribute to ensuring that disaster risk management is a national priority with a strong institutional basis for implementation, as per the Hyogo Framework for Action priority 1. This includes, among other things, support toward national policy and legal frameworks; dedicated and adequate resources; community participation; and national multisectoral platforms for disaster risk reduction.

Source: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

WORLD BANK

The Results section of the World Bank Corporate Scorecard reports results achieved by World Bank clients supported by World Bank operations (IDA, IBRD, and recipient-executed trust funds). Results reported are incremental results achieved during a three-year reporting period (currently FY14-FY16), based on project results reporting.

Private sector investments catalyzed: Private investment catalyzed is an aggregate figure comprising the following elements:

- > **Private capital mobilized:** Financing from private entities other than the WB that becomes available to clients at financial close because of the WBG's active and direct involvement in raising those resources.
- > **Private cofinance:** For the purposes of the CSC, this should be understood to be "private financing of operations" to avoid confusion with other WB "cofinancing" concepts.
- > **Private finance catalyzed:** Private sector investment resulting from the WB's involvement in a transaction, operation, or non-financing activity. Includes investment made as a result of an operation after it is completed.

These definitions are aligned with the concepts that have been agreed with other MDBs and that have been recommended by the MDB Task Force on Measuring the Catalyzation of Private Finance to MDB Heads at the 2016 Annual Meetings. For next year, for the Bank, we expect to have in place in the Operations Portal a structure to facilitate the monitoring and reporting of the private finance "crowded in" by Bank operations.

Source: *Project Approval Documents, Value of Financing Facilitated, Investment Climate indicators; multipliers developed in conjunction with WBG economists.*

Frequency: Annual.

People, microenterprises, and SMEs reached with financial services (millions): Number of people, microenterprises, and SMEs reached with financial services under Bank-supported operations. Financial services refer primarily to loans outstanding to individuals, microenterprises, and SMEs. Efforts will be made in the future to also cover additional financial services supported by the World Bank, such as access to deposit account.

Source: *World Bank SAP.*

Frequency: Annual (covers a 3-year period).

Farmers adopting improved agricultural technology (millions): Number of farmers adopting improved agricultural technology under Bank-supported operations. Improved agricultural technology includes a change in practices compared to currently used practices or technologies (e.g., seed preparation, planting time, feeding schedule, feeding ingredients, post-harvest storage, processing, etc.). If the project introduced or promoted a technology package in which the benefit depended on the application of the entire package (e.g., a combination of inputs such as a new variety and advice on agronomic practices such as soil preparation, changes in seeding time, fertilizer schedule, plant protection, etc.) this counts as one technology.

Source: *World Bank SAP.*

Frequency: Annual (covers a 3-year period).

Area provided with irrigation services (hectares, millions): Area provided with new and/or improved irrigation services under Bank-supported operations.

Source: *World Bank SAP.*

Frequency: Annual (covers a 3-year period).

Roads constructed and rehabilitated (kilometers, thousands): Kilometers of all roads constructed, reopened to motorized traffic, rehabilitated, or upgraded under Bank-supported operations.

Source: *World Bank SAP.*

Frequency: Annual (covers a 3-year period).

Generation capacity of conventional/renewable energy (megawatts): Megawatts of generation capacity of conventional and renewable energy constructed or rehabilitated under Bank-supported programs. Renewable energy includes hydropower and power from wind, solar, geothermal, and other renewable sources. This is the summation of two of the Bank's Core Sector Indicators: "Generation capacity of hydropower constructed under the project" and "Generation capacity of renewable energy (other than hydropower) constructed under the project".

Source: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

People provided with direct/inferred access to electricity (millions): Number of people provided with direct and inferred access to electricity under Bank-supported operations. Direct access is measured as the number of people that benefited from new grid or off-grid household connections. Inferred access is measured as the number of people that benefitted from the increased generation capacity, a proportion of whose output is reasonably estimated to be powering new household connections.

Source: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

Students that have benefited from learning assessments (millions): The total number of students in all countries that benefited from World Bank-supported projects or activities supporting classroom assessment, examinations, or national or international assessments. The number of students benefiting from an assessment is calculated as the total number of students in the targeted cycle in each of the countries supported. The cycle refers to International Standard Classification of Education (2011) categorization: primary, lower secondary, upper secondary education. The students are counted only if the government's score is 5 or higher (the highest score is 6) in the Assessment Rubric based on the Systems Approach for Better Education Results Framework, which measures the extent to which the country is using the results of the assessments to enhance the quality of education. Efforts are underway to develop additional indicator/s to measure the extent of students' learning.

Source: *World Bank SAP*.

Frequency: Annual (approximation of the last 3-year results).

Teachers recruited or trained (millions): Number of additional primary-level teachers recruited and/or trained under Bank-supported operations.

Source: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

People who have received essential health, nutrition, and population (HNP) services (millions): Number of people who have received any of the essential HNP services, which, depending on the country context, include number of children immunized; number of pregnant women who have received antenatal care; number of deliveries attended by skilled health personnel; number of women who have received family planning services; number of women and children who have received basic nutrition services; number of adults and children who have received tuberculosis treatment (WHO-recommended Directly Observed Treatment Short Course (DOTS)); number of adults and children who have received treatment for malaria; number of adults and children who have received antiretroviral therapy; number of children who have received treatment for pneumonia; number of children who have received treatment for diarrhea; number of adults who have received screening for high blood pressure; number of adults who have received treatment for high blood pressure; number of adults who have received screening for diabetes; number of adults who have received treatment for diabetes; number of adults who have received screening for cancer; number of adults who have received treatment for cancer; number of adults who have received treatment for mental illness. The current edition of the Corporate Scorecard aggregates the following HNP results: children immunized; pregnant women receiving antenatal care; birth (deliveries) attended by skilled health personnel; pregnant/lactating women, adolescent girls, and children under 5 reached by nutrition services; and people receiving tuberculosis treatment in accordance with WHO-recommended DOTS. Work is under way to expand reporting also to all the HNP services listed above. Female beneficiaries are counted for

only those services that specifically target female beneficiaries (antenatal care and deliveries attended by skilled personnel). The actual number of female beneficiaries is higher as it also includes a proportion of beneficiaries for other services (e.g. immunization and nutrition).

Source: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

People provided with access to an improved water source (millions): Number of additional people who benefited from improved water sources (following the UNICEF-WHO Joint Monitoring program definition) provided under World Bank-supported operations.

Source: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

People provided with access to improved sanitation facilities (millions): Number of additional people who benefitted from improved sanitation facilities (following the UNICEF-WHO Joint Monitoring program definition) provided under World Bank-supported operations.

Source: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

Beneficiaries covered by social safety net programs (millions): Number of individual beneficiaries of Bank-supported social safety net programs.

Source: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

Countries with strengthened public management systems (number): Number of countries in which a particular public management system has been strengthened under Bank-supported operations. Institutional strengthening is measured by changes in the “behavior” or “performance” of public agents (consistent with Indicators of the Strength of Public Management System (ISPMS) methodology). The indicator aggregates countries that have demonstrated public management system strengthening in the following areas:

- > **Civil service and public administration:** Countries would have improved relevant ISPMS performance measures, such as increasing the “share of merit-based appointments,” reducing the “time for key services and administrative processes,” or increasing the “percentage of the population reporting satisfaction with central government services”
- > **Tax policy and administration:** Countries would have improved relevant ISPMS performance measures, such as “increasing tax collection as a percent of GDP,” increasing “the number of registered taxpayers,” reducing “custom clearance times,” or improving “client perception of tax administration.”
- > **Public financial management:** Countries would have improved relevant ISPMS performance measures, such as reducing the “average difference between legislated budget allocation and expenditure outturns,” increasing the “budget execution rate,” reducing “domestic payment arrears,” establishing a “functioning Treasury Single Account (TSA) system,” or improving the “timeliness of the release of semiannual budget reports on available media.”
- > **Procurement:** Countries would have improved relevant ISPMS performance measures, such as reducing “average procurement processing times,” publishing “financial and procurement documents on various media sources,” or improving “transparency and reduced transaction costs (i.e., time) for public procurement.”

Data: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

Emission reductions with support of special climate instruments (annual, million tons CO₂ equivalent): Annual tons CO₂ equivalent emission reductions produced with support of World Bank's special climate instruments. The data are calculated as the sum of estimated annual emission reductions made with the support of special climate finance instruments—Global Environmental Facility (GEF), Carbon Finance (CF), Montreal Protocol (MP), and Climate Investment Funds (CIFs). The numbers are calculated as follows: for GEF, MP, and CIF projects the annual equivalent figure for projects closed during the fiscal year is the expected greenhouse gas (GHG) emission reduction over the lifetime of the investments supported by these projects, divided by the lifetime of the respective investments. For MP projects, the GHG emission reduction is achieved through the elimination of ozone-depleting substances. For CF projects, the annual equivalent figure for Emission Reduction Purchase Agreement (ERPA) approved during the fiscal year is the expected GHG emission reductions over the time-period of the ERPA contract, divided by the time-period of the ERPA contract. This indicator is a placeholder for a broader GHG accounting indicator, which is being developed under the WBG Corporate Scorecard (climate change mitigation and adaptation indicator). Once the WBG indicator is in place, it will also be included in the World Bank Corporate Scorecard.

Source: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

Projected lifetime energy and fuel savings (MWh and MJ): Lifetime energy savings (converted to MWh) and lifetime fuel savings (converted to MJ) achieved through energy efficiency measures that are directly attributable to the Bank-supported project. Projected savings are calculated against the baseline or business-as-usual scenario in the absence of the project. Savings are defined as projected savings for the lifetime of the intervention in the year it is completed. The core sector indicators for “projected lifetime energy savings” and “projected lifetime fuel savings” were approved only in FY14. Reporting is expected to start in FY16.

Source: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

Countries institutionalizing disaster risk reduction as a national priority (number): Number of countries with Bank-supported operations that contribute to ensuring that disaster risk management is a national priority with a strong institutional basis for implementation, as per the Hyogo Framework for Action priority 1. This includes, among other things, support for national policy and legal frameworks; dedicated and adequate resources; community participation; and national multisectoral platforms for disaster risk reduction.

Source: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

Countries supported on statistical capacity (number): Number of countries that have been supported by IBRD/IDA and trust fund operations typically funded by the Statistics for Results Facility Catalytic Fund, the Trust Fund for Statistical Capacity Building, and the STATCAP lending operations—both development policy financing and investment project financing operations. The indicator measures the Bank's contribution to building and sustaining client countries' capacity to generate the data needed to support development through an effective use of statistics to design policy, monitor its implementation, and promote accountability and transparency. *Data: FY14-FY16 for active projects.*

Source: *World Bank SAP*.

Frequency: Annual (covers a 3-year period).

TIER 3: PERFORMANCE

The World Bank Group Corporate Scorecard aggregates those indicators that can be meaningfully reported at the Group level and/or are highly relevant for at least two of the three World Bank Group institutions. Individual institutions' scorecards provide information on how these institutions are contributing to the Group-wide measures reported in the World Bank Group Corporate Scorecard. If the measures can be meaningfully reported only at the Group level, they are not repeated in the scorecards of the individual institutions.

Data for fragile and conflict-affected situations (FCS) are based on the FCS list for the last year of the reporting period.

WORLD BANK GROUP

Satisfactory completion of country strategies (% , IEG rating): Percentage of Country Assistance Strategy (CAS) and/or Country Partnership Framework (CPF) Completion Reports rated moderately satisfactory, satisfactory, or highly satisfactory by the Independent Evaluation Group (IEG).

Source: *Independent Evaluation Group*.
Frequency: Annual (four-year rolling basis).

Satisfactory outcomes of World Bank Group operations (% , IEG rating): Percentage of operations in the World Bank (IBRD and IDA), IFC, and MIGA portfolio (three-year rolling average) at exit (at early operating maturity for IFC investments and MIGA guarantees) rated moderately satisfactory, satisfactory, or highly satisfactory on achievement of development outcomes by IEG. Note that IEG evaluates Bank, IFC, and MIGA according to different methodologies and sampling techniques, and the ratings therefore are not directly comparable.

- > IBRD and IDA operations: share of IBRD and IDA operations and of IBRD and IDA commitments rated by the IEG as "moderately satisfactory" or higher on achievement of outcomes. Data are for projects exiting in the three previous fiscal years for which at least 60 percent of the projects for each fiscal year have been evaluated by IEG. The rating captures the extent to which a project's original or formally revised development objectives were achieved. The rating is based on three criteria: (a) relevance of the objectives and design (relevance); (b) extent to which the objectives were achieved (efficacy); and (c) extent to which the operation achieves a higher rate of return than the opportunity cost of capital, or is able to provide a similar economic justification (efficiency).

For IFC and MIGA operations, the development outcome rating is a synthesis rating reflecting achievement of both project benchmarks and objectives. It rates the project across four development dimensions: project business success, economic sustainability, environmental and social effects, and private sector development impact.

- > For IFC, the rating captures the percentage of IFC investment projects rated over a given calendar year with Highly Successful, Successful, or Mostly Successful Development Outcome ratings. IFC's project evaluation for a given calendar year is based on a representative sample of projects that have reached early operating maturity, defined as projects approved five years earlier than the calendar year for which the evaluation is being conducted (with adjustments for early operating maturity made based on judgments by IEG and IFC staff). It is based on a self-evaluation by investments staff of development and investment outcomes, and on work quality, and their sub-dimensions using Expanded Project Supervision Reports and corporate guidelines.

All ratings are independently validated by IEG's Private Sector Evaluation department and are adjusted, as needed, to ensure that the prescribed evaluation guidelines and criteria are applied consistently.

- > For MIGA, the ratings capture the percentage of MIGA-supported projects rated satisfactory or excellent for their development outcomes. MIGA and IEG evaluate the entire population of regular MIGA guarantee projects reaching operating maturity in a given fiscal year. Projects supported by the Small Investment Program (covering eligible guarantees up to \$10 million) are evaluated on a programmatic basis. MIGA staff conduct self-evaluations of a proportion of regular MIGA guarantee projects; these are independently validated by IEG. In addition, IEG evaluates a share of MIGA projects directly to ensure that evaluation covers the population of regular guarantees. Both self-evaluations and direct evaluations follow the same evaluation guidelines and criteria.

Source: *Independent Evaluation Group*.

Frequency: Annual (three-year rolling basis).

World Bank Advisory Services and Analytics objectives accomplished (% , client rating): Percent of activities for which clients strongly agree or agree with the following statement: "Overall, this activity achieved its intended development outcomes" for ASA with completed Activity Completion Summaries during the fiscal year.

Source: *World Bank Satisfaction Survey*.

Frequency: Annual.

IFC Advisory Services successful development effectiveness rating (% , self-rating): Percent of IFC's Advisory Services rated Mostly Successful or better, using IFC's Development Outcome Tracking System (DOTS). For IFC's Advisory Services, the overall DOTS score or development effectiveness rating is a synthesis of the overall strategic relevance, effectiveness (as measured by project outputs, outcomes, and impacts), and efficiency of the services. At project completion, intended results are compared with achieved results. The score is calculated based on all Advisory Service projects that closed during the review period.

Source: *IFC data management system*.

Frequency: Annual.

Stakeholder feedback on World Bank Group effectiveness and impact on development results (scale: 1-10): Mean score for the answer provided by World Bank Group stakeholders to the following questions from the annual WBG Country Opinion Survey Program: (a) "Overall, please rate your impression of the World Bank Group's effectiveness in your country." and (b) "To what extent does the World Bank Group's work help to achieve development results in your country?" (Using a 10-point scale with 1 being "not effective at all" or "to no degree at all", and 10 being "very effective" or "to a very significant degree"). World Bank Group stakeholders are all respondents to the Country Opinion Survey from a range of stakeholder groups, including government institutions and agencies, development partners, private sector, civil society, nongovernmental organizations (NGOs), academia, and media. The indicator reflects the current fiscal year ratings (FY16)—that is, ratings for one-third of all WBG client countries surveyed during each three-year cycle (45 client countries were surveyed in FY 2016).

Source: *World Bank Group, Country Opinion Survey Program*.

Frequency: Annual.

Stakeholder feedback on World Bank Group knowledge (scale: 1-10): Mean score for the answer provided by World Bank Group stakeholders to the question from the annual WBG Country Opinion Survey Program: "Overall, how significant a contribution do you believe the World Bank Group's knowledge work and activities make to development results in your country?" (Based on a 10-point scale with 1 being "not significant at all" and 10 being "very significant"). World Bank Group stakeholders are all respondents to the Country Opinion Survey from a range of stakeholder groups including government institutions and

agencies, development partners, private sector, civil society, NGOs, academia, media. The indicator reflects the current fiscal year ratings (FY16)—that is, for one-third of all WBG client countries surveyed during each three-year cycle (45 client countries were surveyed in FY 2016).

Source: *World Bank Group, Country Opinion Survey Program*.
Frequency: Annual.

Client feedback/satisfaction on World Bank Group's effectiveness and impact on development results

(scale: 1-10): Mean score for the answer provided by WBG clients to the following questions from the annual WBG Country Opinion Survey Program: (a) "Overall, please rate your impression of the World Bank's effectiveness in your country." and (b) "To what extent does the World Bank Group's work help to achieve development results in your country?" (Based on a 10- point scale with 1 being "not effective at all" or "to no degree at all," and 10 being "very effective" or "to a very significant degree"). WBG clients are defined as respondents who report in the Country Opinion Survey that they collaborate with the World Bank Group. The indicator reflects the current fiscal year ratings (FY16)—that is, for one-third of all WBG client countries surveyed during each three-year cycle (45 client countries were surveyed in FY 2016).

Source: *World Bank Group, Country Opinion Survey Program*.
Frequency: Annual.

Client feedback/satisfaction on IFC Investment/Advisory Services (% satisfied): Percent of IFC Investment Services (IS)/ Advisory Services (AS) clients who were either satisfied or very satisfied with IFC's overall service. The IS Client Survey surveys clients that have had a first disbursement in the current fiscal year (new business) and past clients (portfolio). The AS Client Survey surveys a sample of clients with projects that are active or closed during the survey period and that meet a number of eligibility criteria.

Source: *Client Surveys for IFC Investment and Advisory Services*.
Frequency: Annual.

Stock of country strategies underpinned by a Systematic Country Diagnostic (SCD) (%): Percentage of the WBG country strategies.

Source: *World Bank Group, Country Assistance Strategy/Country Partnership Framework reviews*.
Frequency: Annual.

Climate-related World Bank Group commitments (US\$ billions, annual): Annual dollar amount of World Bank Group commitments that are addressing climate change mitigation or adaptation. Development activities provide climate change co-benefits when they contribute to climate change adaptation and/or mitigation, even when adaptation and/or mitigation is not their main objective. In other words, an activity can provide adaptation and/or mitigation co-benefits both when climate change is among its stated objectives and when it is one of the positive externalities. The climate finance system tracks lending commitments with climate change co-benefits at the time of project approval, not the amount of emission reductions or increased climate resilience resulting from the financing associated with each operation.

- > An activity provides adaptation co-benefits if it reduces the vulnerability of human or natural systems to the impacts of climate change and climate variability-related risks by maintaining or increasing adaptive capacity and resilience.
- > An activity provides mitigation co-benefits if it either reduces GHG emissions into the atmosphere or enhances their removal from the atmosphere. Reductions are measured against a "no-project" baseline, and, similar to adaptation, the assessment is based on information in the project's appraisal and/or supporting documents.

Source: *World Bank, IFC, and MIGA Project Appraisal and/or Supporting Documents*.
Frequency: Annual.

Gender-integrated country strategies (%): Percentage of Country Assistance Strategies (CAS) or Country Partnership Frameworks (CPFs) with gender considerations in the analysis, content, and the results framework that integrate gender into all of the following aspects: (a) analysis and/or consultation on gender-related issues; (b) specific actions to address the distinct needs of women and girls, or men and boys, and/or positive impacts on gender gaps; and (c) mechanisms to monitor gender impact.

Source: *World Bank Group Country Assistance Strategy/Country Partnership Framework reviews*.
Frequency: Annual.

Share of Country Partnership Frameworks (CPFs) that have at least one joint objective in the results matrix (%): Share of CPFs that have at least one joint WB and IFC/MIGA objective, out of all CPFs approved in a fiscal year.

Source: *World Bank Group Country Partnership Framework reviews*.
Frequency: Annual.

Staff time spent across GP/CCSAs (%): GF-GH level staff time charged to operational tasks managed by GPs/CCSAs other than their own/home GPs/CCSAs.

Source: *World Bank Group Time Recording System*.
Frequency: Annual.

Staff perception of World Bank Group collaboration (%): Percentage of World Bank Group Employee Engagement Survey respondents who responded favorably to survey question 13 "Staff across the organizations (IBRD/IDA, IFC, MIGA, GEF, ICSID) work together effectively."

Source: *World Bank Group 2016 Engagement Survey*.
Frequency: Annual.

Satisfactory World Bank Group performance for country strategies (%), IEG rating): Percentage of Country Assistance Strategy (CAS) and/or Country Partnership Framework (CPF) Completion Reports reviewed by IEG that are rated moderately satisfactory, satisfactory, or highly satisfactory on overall World Bank performance. For the Completion and Learning Reviews (CLRs) for CPFs, data will be reported for the World Bank Group.

Source: *Independent Evaluation Group*.
Frequency: Annual (four-year rolling basis).

World Bank Group commitments (US\$ billions): Dollar value of the amount approved to be extended to clients by the World Bank, IFC, and MIGA.

- > World Bank commitments are defined as a dollar value of the sum approved by the Board to be extended to clients on loan, credit, or grant terms from IBRD, IDA, full sized Global Environmental Facility (GEF), large recipient-executed trust funds (RETFs), Special Financing, and Montreal Protocol.
- > IFC commitments are defined as the value of IFC's legal obligation to provide financial product(s) to client(s). Data reflect long-term finance only.
- > MIGA commitments are defined as the dollar value of the gross amount of guarantees issued to MIGA's clients.

Source: *World Bank data management system; IFC data management system; MIGA Dashboard*.
Frequency: Annual.

Capital mobilized on commercial terms (US\$ billions): Amount of capital (in the form of equity and/or debt) mobilized on commercial terms by WBG entities to finance direct investments in member countries. For purposes of this indicator, financing on commercial terms includes funding by private commercial entities, international finance institutions, and bilateral entities. Capital mobilized on commercial terms by WBG entities is reported in the indicator within the fiscal year when the capital mobilized is quantifiable by the execution of the legally binding obligation (e.g., “commitment”) of debt financiers to the project or equity holders invested in the client for defined business purposes; or by the legally binding commitment of an instrument that facilitates access to commercial financing by guaranteeing defined government payments or obligations.

Source: *Project Implementation Status and Results Reports, Implementation Completion and Results Reports, IFC Core Mobilization measure, and MIGA Mobilization measure.*

Frequency: Annual.

World Bank time from Concept Note to first disbursement (months): Average number of months from Concept Note approval to the first disbursement for World Bank-supported projects that have obtained Board approval, become effective (defined as when a project has met predetermined conditions), or had a first disbursement during the previous 12 months. The total time from Concept Note to first disbursement is calculated by summing the averages for all investment project financing (IBRD and IDA) projects that have reached these milestones during the previous 12 months: (a) time from Concept Note approval to Board approval; (b) time from Board approval to project effectiveness; and (c) time from project effectiveness to first disbursement.

Source: *World Bank SAP.*

Frequency: Annual.

IFC Median Mandate-to-Disbursement: Number of calendar days between Mandate Letter Date and First Disbursement Date for all LTF projects that have a Mandate Letter Date and First Disbursement during the reporting period.

Source: *IFC data management system.*

Frequency: Annual.

MIGA time from Concept to Guarantee Issuance (months): Number of months between MIGA Concept Note (“ESM”) discussion and date when the guarantee becomes effective.

Source: *MIGA Dashboard.*

Frequency: Annual.

Staff time spent across Regions: GH-level GP/CCSA staff time charged to operational tasks in Regions other than their primary Region.

Source: *Time Recording System.*

Frequency: Annual.

Total revenue (US\$ billions): Total revenue generated by IBRD, IDA, IFC, and MIGA.

- > IBRD total revenue includes income from loans net of funding costs, income from investments net of funding costs, and net income from IBRD’s equity management, Bank-executed trust fund (BETF) income (contra of which is BETF expense), reimbursable expenses, and other revenues.
- > IDA total revenue includes income from credits, income from investments, net transfers and grants from IBRD and IFC, BETF income (contra of which is BETF expense), and reimbursable expenses.
- > IFC total revenue is the sum of income from loans, realized gains and losses on associated derivatives, income from equity investments and associated derivatives (excluding unrealized

gains and losses and other-than-temporary impairments), income from debt securities and realized gains and losses on associated derivatives (excluding other-than-temporary impairments), income from liquid asset trading activities, and other income, less charges on borrowings.

- > MIGA total revenue includes net premium income (NPL) and investment income. NPL is revenue generated from the guarantee portfolio, net of premium ceded to reinsurers and brokerage expenses, and includes fees and commissions.

Source: *Financial statements for IBRD, IDA, IFC, and MIGA*.
Frequency: Annual (year-end data).

Average annual growth of World Bank Group business revenue (%): Growth rate is the average for the cumulative business revenues for the period starting in FY15 and ending in the reporting fiscal year. The target is set for the 10-year period encompassing FY15-FY24.

- > Business revenue for the World Bank includes income from IBRD loans net of funding costs, income from IBRD investments net of funding costs, and BETF income (contra of which is BETF expense) and reimbursable expenses for IBRD and IDA.
- > Business revenue for IFC is the sum of income from loans, realized gains and losses on associated derivatives, income from equity investments and associated derivatives (excluding unrealized gains and losses and other-than-temporary impairments), income from debt securities and realized gains and losses on associated derivatives (excluding other-than-temporary impairments), income from liquid asset trading activities, and other income, less charges on borrowings.
- > Business revenue for MIGA is revenue generated from the guarantee portfolio, net of premium ceded to reinsurers and brokerage expenses, and including fees and commissions.

Source: *Financial statements for IBRD, IDA, IFC, and MIGA*.
Frequency: Annual (year-end data).

Gross expenditure reduction (US\$ millions): The Expenditure Review committed to \$400 million in realized savings by FY18. The savings will include all sources of funds (i.e., Bank budget, trust funds, reimbursables) across the World Bank Group.

Source: *World Bank Group Expenditure Review*.
Frequency: Annual.

Employee Engagement Index (%): The Employee Engagement Index measures a staff member's pride in the institution, willingness to advocate, sense of belonging and contribution, and willingness to go the extra mile ("say, stay, and strive"). For the 2016 Engagement Survey, the index comprised four survey questions grouped into three categories: (a) Q64, "I am proud to work at WBG," and Q65, "The WBG is the best place to work in development" (SAY); (b) Q66, "I feel a strong sense of belonging to WBG" (STAY); and (c) Q67, "The WBG inspires me to do my best work" (STRIVE).

Source: *World Bank Group 2016 Engagement Survey*.
Frequency: Annual.

Managerial Effectiveness Index (%): The Managerial Effectiveness Index measures the successful application of a manager's technical and people skills to effectively lead their team. Specifically, it assesses managerial capabilities such as honesty and integrity, fairness to all staff, and taking informed risks. It is constructed using eight survey questions that focus on a manager's skills: (a) Q14, technical skills; (b) Q15, people skills; (c) Q17, Q18, Q20, helping staff to succeed; and (d) Q16, Q19, and Q21, exemplifying WBG values to staff.

Source: *World Bank Group 2016 Engagement Survey*.
Frequency: Annual.

Staff Diversity index (index): The Staff Diversity index measures the aggregate difference from a target of “1.” The weighted composite index is made up of four institutional diversity indicators: Sub-Saharan African/Caribbean (SSA/CR) staff at grades GF and above, women in technical roles at grades GF and above, Part II managers, and female managers. Each indicator has a target and is weighted to form a component of the index, with each indicator weighted at 0.20, except for SSA/CR, which is weighted at 0.40. The index components are calculated by multiplying the weight by the progress on the applicable indicator, measured as the ratio of each indicator to its target. Surpassing the target for each indicator is weighted the same as achieving the target, with no additional credit awarded. The final index is the sum of the four components, with a WBG institutional target and maximum of “1.”

Source: *World Bank Group HR system*.
Frequency: Annual.

Inclusion Index (%): The Inclusion Index measures the degree to which the World Bank Group creates a diverse and inclusive environment that fosters equal opportunities for everyone to succeed in the workplace, regardless of demographic characteristics. The Index comprises three attributes based on seven questions in the Employee Engagement Survey: (a) Q28 and Q51, creating an environment of trust and inclusiveness; (b) Q25, Q30, and Q52, managerial commitment and accountability for diversity and inclusion; and (c) Q49 and Q50, treating staff with fairness, dignity, and respect.

Source: *World Bank Group 2016 Engagement Survey*.
Frequency: Annual.

WORLD BANK

Satisfactory outcomes for World Bank operations (% , IEG rating): Share of IBRD and IDA operations and of IBRD and IDA commitments rated by the IEG as “moderately satisfactory” or higher on achievement of outcomes. Data are for projects exiting in the three previous fiscal years for which at least 60% of the projects for each fiscal year have been evaluated by IEG. The rating captures the extent to which a project’s original or formally revised development objectives were achieved. The rating is based on three criteria: (a) relevance of the objectives and design (relevance); (b) extent to which the objectives were achieved (efficacy); and (c) extent to which the operation achieves a higher rate of return than the opportunity cost of capital, or is able to provide a similar economic justification (efficiency).

Source: *Independent Evaluation Group (IEG)*.
Frequency: Annual (three-year rolling basis).

Advisory Services and Analytics (ASA) objectives accomplished (% , client rating): Percent of activities for which clients strongly agree or agree with the following statement: “Overall, this activity achieved its intended development outcomes” for ASA with completed Activity Completion Summaries during the fiscal year.

Source: *World Bank Satisfaction Survey*.
Frequency: Annual.

Client feedback on WB effectiveness and impact on results (scale: 1-10): Mean score for the answer provided by WB clients to the following questions from the annual WBG Country Opinion Survey (COS) Program: (a) “Overall, please rate your impression of the World Bank’s effectiveness in your country,” and (b) “To what extent does the World Bank’s work help to achieve development results in your country?” (Based on a 10- point scale with 1 being “not effective at all” or “to no degree at all,” and 10 being “very effective” or “to a very significant degree”). WB clients are defined as respondents who report in the COS that they collaborate with the World Bank. The indicator reflects the current fiscal year ratings (FY16)—that is, for one-third of all WBG client countries surveyed during each three-year cycle (45 client countries were surveyed in FY 2016).

Source: *World Bank Group COS Program*.

Client Feedback on WB responsiveness and staff accessibility (scale: 1-10): Mean score for the answer provided by WB clients to the following questions from the annual WBG COS Program: “To what extent is the World Bank an effective development partner in your country, in terms of (a) responsiveness, and (b) staff accessibility?” (Based on a 10-point scale with 1 being “to no degree at all”, and 10 being “to a very significant degree”). WB clients are defined as respondents who report in the COS that they collaborate with the World Bank. The indicator reflects the current fiscal year ratings (FY 2016), i.e. for one-third of all WBG client countries surveyed during each three-year cycle (45 client countries were surveyed in FY 2016).

Source: *World Bank Group COS Program*.

Projects with beneficiary feedback indicator at design (%): Share of investment project financing operations (IBRD and IDA) for which at least one citizen engagement indicator is included in the results framework of the PAD.

Source: *World Bank PAD reviews*.

Resolved registered grievances (%): Percentage of grievances related to delivery of project benefits that were registered and that were actually resolved. The findings are computed from a survey regarding FY12 approvals that commit to having a grievance redress mechanism in the PAD, Resettlement Action Plan/ Resettlement Policy Framework, or Indigenous Peoples Plan; excludes development policy operations, financial intermediary financing, and trust funds greater than US\$5 million.

Source: *World Bank ISR and ICR Reports reviews*.
Frequency: Annual (review).

Projects with gender-informed analysis, action, and monitoring (%): Share of investment project financing (IPF), development policy financing (DPF), and Program-for-Results (PforR) operations (IBRD and IDA) approved during the fiscal year that integrate gender in all of the following aspects: (a) analysis of gender-gaps and related issues; (b) specific actions to address the distinct needs of women and girls, or men and boys, and/or to close gender gaps; and (c) mechanisms to monitor project impact on males/females; impact of actions that close gender gaps on overall activities; or mechanisms that facilitate gender analysis.

Source: *World Bank PAD, Program document reviews.*

Projects reporting on gender results during implementation (%): Share of projects for which data on sex-disaggregated and gender-relevant indicators are collected and reported on in the results framework. This indicator includes all active IPF projects (IBRD and IDA) that have been under implementation for at least three years and that are gender-informed in analysis, action, and monitoring and evaluation. Additional financing projects are also included.

Source: *World Bank PAD and ISR Report reviews.*

Commitments with climate co-benefits (US\$ billions): IBRD and IDA IPF commitments that address climate change mitigation or adaptation. Development activities are considered to provide climate change co-benefits when they contribute to climate change adaptation and/or mitigation, even when adaptation and/or mitigation is not their primary development objective. In other words, an activity can provide adaptation and/or mitigation co-benefits both when climate change is among its stated objectives and when it is integrated into the project's components. The World Bank data management system (SAP) tracks lending commitments with climate change co-benefits at the time of project approval in dollar terms, but does not track not the volume of emission reductions or increased climate resilience resulting from the operation.

- > Adaptation co-benefits are defined as the results of an activity that specifically intends to reduce risks from increasing climate variability or the vulnerability of human or natural systems to the impacts of climate change by maintaining or increasing adaptive capacity and resilience.
- > An activity provides mitigation co-benefits if it either reduces GHG emissions into the atmosphere or enhances their removal from the atmosphere. Reductions are measured against a "no-project" baseline, and, similar to adaptation, the assessment is based on information in the project's appraisal and/or supporting documents.

Source: *World Bank SAP, PADs and/or supporting documents.*

Projects with climate change co-benefits implementing agreed climate actions (%): Percentage of projects implementing agreed climate actions that have closed during the reporting period. This indicator applies to projects that have been identified ex-ante (at time of approval) as providing climate change co-benefits. This indicator has been updated and reporting for the revised indicator will start in FY18.

Source: *World Bank ICR Reports.*

IBRD/IDA commitments (US\$ billions): Dollar value of the sum approved by the Board to be extended to clients on loan, credit, grant, or guarantee terms from IBRD or IDA.

Source: *World Bank SAP.*

Private capital mobilized (US\$ billions): Financing from private entities other than the WBG that becomes available to clients at financial close because of the WBG's active and direct involvement in raising those resources. "Direct involvement" requires a mandate letter or similar documentation finalized with the client that explicitly specifies the nature of the WBG's involvement in raising the funds.

"Private entity" is defined as a legal entity that is (a) is carrying out, or is established for, a business purpose and is operating on a commercial basis; and (b) is financially and managerially autonomous.

Source: *World Bank ISR and ICR Reports reviews.*

IBRD/IDA disbursements (US\$ billions): Dollar value of the amount of the IBRD or IDA loan, credit, or grant transferred to a client during the accounting period.

Source: *World Bank SAP*.

Satisfactory Bank performance (% , IEG rating): Share of the net-commitment amount of closed IBRD and IDA operations reviewed by IEG that was rated moderately satisfactory or higher on overall performance at entry and during supervision divided by the total net commitment amount of closed operations reviewed by IEG over the previous three years. The data are reported for projects exiting in the three previous fiscal years for which at least 60% of the projects have been evaluated by IEG.

Source: *Independent Evaluation Group*.

Time from Concept Note to first disbursement (months): Average number of months from Concept Note approval to the first disbursement for World Bank projects that have obtained Board approval, become effective (defined as when a project has met predetermined conditions), or had a first disbursement during the previous 12 months. The total time from Concept Note to first disbursement is calculated by summing the averages for all IPF projects (IBRD and IDA) that have reached these milestones during the previous 12 months: (a) Time from Concept Note approval to Board approval; (b) time from Board approval to project effectiveness; and (c) time from project effectiveness to first disbursement.

Source: *World Bank SAP*.

Disbursement ratio (%): Ratio of disbursements during the fiscal year to the undisbursed balance at the beginning of the fiscal year for IPF projects (IBRD and IDA). The disbursement ratio is not targeted at the corporate level. There is instead a corporate standard based on historical experience.

Source: *World Bank SAP*.

Quality of Advisory Services and Analytics (ASA) (% , client rating): Percent of activities for which clients strongly agree or agree with the following statement: “The World Bank’s expertise was tailored to my country context” for ASA with completed Activity Completion Summaries during the fiscal year.

Source: *World Bank Satisfaction Survey*.
Frequency: Annual.

Advisory Services and Analytics (ASA) delivered in a timely manner (% , client rating): Percent of activities for which clients strongly agree or agree with the following statement: “The World Bank provided support at the right time” for ASA with completed Activity Completion Summaries during the fiscal year.

Source: *World Bank Satisfaction Survey*.
Frequency: Annual.

External funding attracted for Advisory Services and Analytics (ASA) and other knowledge services (US\$ millions): This indicator measures the attractiveness of the Bank as a knowledge provider by measuring the overall amount of funding from BETFs, Externally funded Outputs, and Reimbursable Advisory Services spent on completed knowledge and advisory services: (a) Advisory Services and Analytics (ASA)/ knowledge for external clients (economic and sector work, impact evaluation, non-lending TA, external training, programmatic approach); (b) knowledge as a public good (research services, global monitoring and data, and World Development Report); and (c) knowledge management products that are used to codify best practice on topics and themes for both internal and external audiences.

Source: *World Bank SAP*.

Operations design drawing lessons from evaluative approaches (%): Share of operations approved in a reporting fiscal year that document lessons learned—from impact evaluations, IEG reviews of ICR Reports, or such other analytical and evaluative documents as Public Expenditure Reviews and Country Financial

Accountability Assessments—and reflect them in the project design. Includes IBRD, IDA, GEF, large RETF, Special Financing, and Montreal Protocol.

Source: *World Bank PAD, Project Papers, Program Document reviews.*

Projects with baseline data for all PDO indicators in the first ISR (%): Share of projects for which the initial ISR Reports archived in the course of the fiscal year have baseline data for all project development objective (PDO) indicators. Includes IBRD, IDA, GEF, RETFs, Special Financing, and Montreal Protocol.

Source: *World Bank ISR Report reviews.*

Total revenue (US\$ billions): Total revenues generated by IBRD and IDA. IBRD total revenue includes income from loans net of funding costs, income from investments net of funding costs, and net income from IBRD's equity management, BETF income (contra of which is BETF expense), reimbursable expenses, and other revenues. IDA total revenue includes income from credits, income from investments, net transfers and grants from IBRD and IFC, BETF income (contra of which is BETF expense), and reimbursable expenses.

Source: *IBRD and IDA Financial Statements.*

Average annual growth of IBRD business revenue (%): Growth rate is the average for the cumulative business revenues for the period starting in FY15 and ending in the reporting fiscal year. IBRD business revenue includes income from IBRD loans net of funding costs, income from IBRD investments net of funding costs, BETF income (contra of which is BETF expense), and reimbursable expenses for IBRD and IDA.

Source: *IBRD and IDA Financial Statements.*

IBRD maximum loan exposure (US\$ billions): Maximum current year loan exposure that could be supported by current year usable equity capital based on the target 20% E/L ratio (maximum current year loan exposure = current year usable equity / 20%) approved by the Board on February 11, 2014. The FY13 value published in the brochure is computed using the E/L ratio target (23%) that was effective through February 10, 2014.

Source: *IBRD Financial Statements.*

IBRD budget anchor (%): Net administrative expenses as a percentage of IBRD loan spread revenues. In the medium term, IBRD expenses do not exceed loan spread revenue (after waivers).

Source: *IBRD Financial Statements.*

IDA budget anchor (%): Net administrative expenses as a percentage of IDA loan revenue. IDA expenses do not exceed IDA revenue from service charges, while minimizing recourse to the commitment charge.

Source: *IDA Financial Statements.*

Support cost ratio (%): Support cost ratio is general administrative costs in operational units as a share of the sum of the spending on client services and lending portfolio for World Bank client countries. Client services costs include all business activities that are either specific to client countries (e.g., preparation and supervision of projects and knowledge products and services) or global and sector-wide (e.g., knowledge management, sector strategy, research, and external partnership.) General administrative costs include spending on all other business activities. Lending portfolio is the sum of the following for the World Bank client countries: undisbursed IBRD/IDA commitment balance at the end of the period; IBRD/IDA disbursements during the period; undisbursed RETF commitment balance at the end of the period; and RETF disbursements during the period.

Source: *World Bank SAP.*

Employee engagement (%): The Employee Engagement Index measures a staff member's pride in the institution, willingness to advocate, sense of belonging and contribution, and willingness to go the extra mile ("say, stay, and strive"). For the 2016 Engagement Survey, the index comprised four survey questions grouped into three categories: (a) Q64, "I am proud to work at the WBG," and Q65, "The WBG is the best place to work in development" (SAY); (b) Q66, "I feel a strong sense of belonging to WBG" (STAY); and (c) Q67, "The WBG inspires me to do my best work" (STRIVE).

Source: *World Bank Group 2016 Engagement Survey*.

The Managerial Effectiveness Index (%): The Managerial Effectiveness Index measures the successful application of a manager's technical and people skills to effectively lead their team. Specifically, it assesses managerial capabilities, such as honesty and integrity, fairness to all staff, and taking informed risks. It is constructed using eight survey questions that focus on a manager's skills: (a) Q14, technical skills; (b) Q15, people skills; (c) Q17, Q18, Q20, helping staff to succeed; and (d) Q16, Q19, and Q21, exemplifying WBG values to staff.

Source: *World Bank Group 2016 Engagement Survey*.
Frequency: Annual.

Staff diversity index (index): The Staff Diversity index measures the aggregate difference from a target of "1." The weighted composite index is made up of four institutional diversity indicators: Sub-Saharan African/Caribbean (SSA/CR) staff at grades GF and above, women in technical roles at grades GF and above, Part II managers, and female managers. Each indicator has a target and is weighted to form a component of the index, with each indicator weighted at 0.20, except for SSA/CR, which is weighted at 0.40. The index components are calculated by multiplying the weight by the progress on the applicable indicator, measured as the ratio of each indicator to its target. Surpassing the target for each indicator is weighted the same as achieving the target, with no additional credit awarded. The final index is the sum of the four components, with a WBG institutional target and maximum of "1"

Source: *World Bank Group HR system*.
Frequency: Annual.

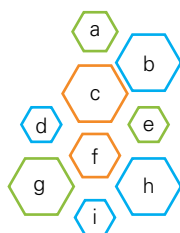
Inclusion Index (%): The Inclusion Index measures the degree to which the World Bank Group creates a diverse and inclusive environment that fosters equal opportunities for everyone to succeed in the workplace regardless of demographic characteristics. The index comprises three attributes based on seven questions in the Employee Engagement Survey: (a) Q28 and Q51, creating an environment of trust and inclusiveness; (b) Q25, Q30, and Q52, managerial commitment and accountability for diversity and inclusion; and (c) Q49 and Q50, treating staff with fairness, dignity, and respect.

Source: *World Bank Group 2016 Engagement Survey*.
Frequency: Annual.

Endnotes

1. World Bank, PovcalNet: <http://research.worldbank.org/PovcalNet/index.htm>.
2. The International Income Distribution Database (I2D2) is a worldwide database drawn from nationally representative household surveys and consisting of a standardized set of demographic, education, labor market, and household socioeconomic and income/consumption variables. The I2D2 draws on different types of surveys, usually conducted by national statistical agencies, including household budget surveys, household income and consumption surveys, labor force surveys, and multi-topic surveys (such as living standards measurement study surveys). Estimates are based on updated I2D2 data and cannot be compared with previously published numbers.
3. World Bank Group, CPIA database (<http://www.worldbank.org/ida>).

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