



WORLD BANK GROUP | WORLD BANK

Corporate Scorecards

OCTOBER 2017



WORLD BANK GROUP

2011



WB produced first Scorecard

IFC focused on learning and improving the design of the IFC Development Goals (IDGs) and continued to include its Scorecard in the annual strategy and budget papers

MIGA used Key Performance Indicators (KPIs)

2012



WB updated Scorecards in April and September

2013

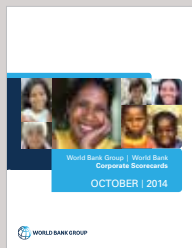
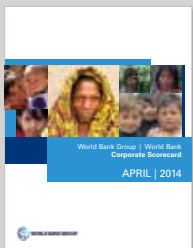


WB began reviewing Scorecard

IFC had implemented 2 IDGs and continued to share its Scorecard in the strategy and budget papers

MIGA continued to use its KPIs

2014

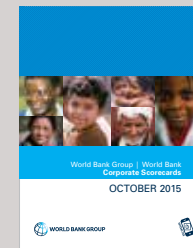


WBG-wide Scorecard launched

WB revised Scorecard to align with WBG Scorecard

IFC began revising Scorecard and MIGA its KPIs to align with WBG Scorecard

2015



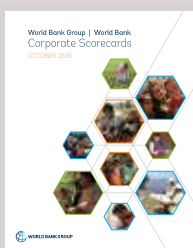
WBG and WB updated Scorecards in April

IFC launched revised Scorecard

MIGA introduced its first Scorecard

WBG and WB updated Scorecards in October

2016



WBG and WB updated Scorecards in April and October

2017



WBG and WB updated Scorecards in April



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 Goal
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
MDB	Multilateral development bank
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
SMEs	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



Foreword

For the past four years, the Corporate Scorecards of the World Bank Group (WBG) have served as the apex of the institution's accountability framework. The Scorecards provide an overarching view of key global and institutional priority areas, and present results and performance indicators of the Group's three institutions: the World Bank (WB), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA). This issue is the final report of the Scorecards covering Fiscal Years (FY) 2014 – 2017. It shows progress made during this reporting period and the areas that need future attention.

The Scorecards highlight important global development strides made in recent years, even as the world continues to face great challenges. Extreme poverty has continued to fall, moving toward the 2030 target of three percent, with about ten percent of people worldwide living on less than US\$1.90 a day. Yet, more effort is needed to close the prosperity gap, particularly for people living in areas affected by fragility, conflict, and violence.

Snapshots of results from operations supported by the WBG show that clients are pursuing development objectives that bridge access gaps for the poorest populations. We have seen progress in many areas - from providing access to finance for millions of people to providing social safety nets for extremely poor families. Through WBG support, substantial numbers of beneficiaries have also been reached with water, sanitation, electricity, and health services.

At the institutional level, the shift to a new country engagement model is enabling us to be more responsive to our clients. Over the past four years, clients have attested to the positive value of WBG's contributions to solving their development challenges. There is early evidence of the success of our new model of engaging with countries based on the diagnostics and prioritization of their most pressing needs. Internally, WBG's increased attention to talent management is yielding results. More staff say that they are proud to work in the WBG, and feel that their work environment is enabling and inclusive.

In the new reporting cycle (July 2017 – June 2020), we will continue to use the Scorecard to understand areas of progress and those for which action should be accelerated. The Scorecards will be important tools for understanding the development challenges of client countries, considering new global priorities such as the Sustainable Development Goals. The tools will also be further adjusted to measure performance, in current as well as emerging institutional priority areas.

Manuela Ferro, Vice President, Operations Policy and Country Services, WB

Keiko Honda, Executive Vice President and Chief Executive Officer, MIGA

Stephanie Von Friedeburg, Vice President, IFC

Antonella Bassani, Vice President, Budget, Performance Review and Strategic Planning, WB

Bernard Lauwers, Vice President and Controller, WBG

A photograph of a classroom in a rural setting. In the foreground, a young girl with dark hair, wearing a pink and white striped shirt, is focused on a craft project, using a green-handled tool to shape a piece of wood. To her right, a young boy in a red jacket is also working on a similar project. In the background, a woman, likely a teacher, is seated and observing the children. The classroom is decorated with colorful paper and has a rustic feel.

Tier 1

Development Context

Long-term development outcomes that countries are achieving

Tier 2


Client Results

Outputs reported by WBG clients implementing WBG-supported operations

Tier 3

Performance

Operational and organizational effectiveness



To end extreme
poverty and
promote shared
prosperity in a
sustainable way

Tier 1

Development Context

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 the outcome of collective efforts by countries and their development partners, including the WBG.

10.7%
(2013)

Population living on less than US\$1.90 a day (%)

GOALS

3.1%
(2013)

Median growth rate of average real per capita income of the bottom 40%



GROWTH



4,488 US\$
GDP per capita
(constant 2010 US\$)
2016



1,778.4 US\$
agriculture value added per worker
(constant 2010 US\$)
2016



30.7%
gross capital formation
(% of GDP)
2015



SUSTAINABILITY AND RESILIENCE



45.5%
countries without wealth depletion
2014



58 COUNTRIES
with low or moderate risk from unsustainable debt
2016



0.35kg
CO₂ emissions
(kg per 2011 PPP\$ of GDP)
2013

The world has made major headways in reducing poverty. Extreme poverty has fallen in many countries, and a lower proportion of people worldwide live in extreme poverty. The potential for growth is increasing, and there are gains in closing access gaps among the poorest populations. Per capita growth in GDP has increased at nearly 3 percent since 2012. Under-5 mortality has fallen below 50 per 1,000 live births for the first time, and primary school completion has continued to rise, exceeding 75 percent in 2017.

Yet, shared prosperity has not kept pace. Challenges remain in improving the livelihoods of people in fragile and conflict-affected situations and the poorest population in many countries.

Extreme poverty has continued its decline toward the 2020 and 2030 targets of 9 and 3 percent



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INCLUSIVENESS



9.6%

employed persons
remaining extremely poor
2017



22 COUNTRIES
with equal economic
opportunities for women
in law
2016



47 PER 1,000
LIVE BIRTHS
under-5 mortality rate
2015



61.7%

access to improved
sanitation
2015



75.7%
primary school completion
(% ages 15-19; bottom 40%)
2017

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	n/a
Target	9 (2020); 3 (2030) percent		

SUSTAINABILITY AND RESILIENCE

Countries without wealth depletion		Countries with low or moderate risk from unsustainable debt	
Baseline	48.2* (2010) percent	Baseline	63 (2012) number
Actual	45.5* (2014) percent	Actual	58 (2016) number
Countries mainstreaming disaster risk management		Population exposed to harmful air pollution (PM2.5)	
Baseline	69 (2013) percent	Baseline	97.5* (2010) percent
Actual	74 (2015) percent	Actual	97.5 (2015) percent

GLOBAL ENVIRONMENTAL SUSTAINABILITY

CO ₂ emissions*		Average annual deforestation change*	
Baseline	0.37 (2010) kg per 2011 PPP\$ of GDP	Baseline	0.10 (2010) percent
Actual	0.35* (2013) kg per 2011 PPP\$ of GDP	Actual	0.09 (2015) percent

GROWTH

GDP per capita		Gross capital formation			
Baseline	3,995* (2012) constant 2010 US\$	Baseline	31.6* (2013) percent of GDP		
Actual	4,488 (2016) constant 2010 US\$	Actual	30.7 (2015) percent of GDP		
Actual in FCS	1,486 (2016) constant 2010 US\$	Actual in FCS	20.3 (2015) percent of GDP		
Agriculture value added per worker		Adults with financial accounts (age 15+; all/bottom 40%)		Women with financial accounts	
Baseline	1,687* (2013) constant 2010 US\$	Baseline	42/30 (2011) percent	Baseline	37 (2011) percent, age 15+
Actual	1,778.4 (2016) constant 2010 US\$	Actual	54/46 (2014) percent	Actual	50 (2014) percent, age 15+
Actual in FCS	1,059.9 (2016) constant 2010 US\$	Actual in FCS	18/12 (2014) percent	Actual in FCS	14 (2014) percent, age 15+

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	63.6/10.1 (2017) percent	Actual	9.6 (2017) percent
Actual in FCS	n/a	Actual in FCS	23.9/12.1 (2017) percent	Actual in FCS	26.3 (2017) percent
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	52.2* (2012) per 1,000 live births
Actual	22 (2015) number	Actual	75.7/6.6 (2017) percent, ages 15-19	Actual	47.0* (2015) per 1,000 live births
Actual in FCS	6 (2015) number	Actual in FCS	43.6/11.4 (2017) percent, ages 15-19	Actual in FCS	78.1* (2015) per 1,000 live births
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	59.8* (2012) percent, overall population
Actual	23.0* (2015) percent, children under 5	Actual	81/8 (2015) percent	Actual	61.7* (2015) percent, overall population
Actual in FCS	37.1* (2015) percent, children under 5	Actual in FCS	58/10 (2015) percent	Actual in FCS	42.8* (2015) percent, overall population

*Baseline value or value for previously reported year updated | *Global - reported for all countries | n/a: Not applicable
Placeholders in CSC are not highlighted here; please refer to Annex 1 for more details.



Tier 2

Client Results

Tier 2 reflects the results achieved by operations supported by the World Bank Group over FY15-FY17. The indicators are categorized into three areas: growth, inclusiveness, and sustainability/resilience.

Results reported by the World Bank are implemented primarily by governments and other public sector entities; for IFC, private sector entities are the implementing partners; for MIGA, implementing partners include both private and public-sector entities.

GROWTH

22.1 MILLION FARMERS
reached with
agricultural assets
and services

29,111/35,557
GIGAWATT HOURS, ANNUAL
expanded conventional/
renewable power
generation

\$30.2 BILLION
private investments
catalyzed

73.2 MILLION
people, microenterprises,
and SMEs reached with
financial services

76,120 KM
roads constructed
and rehabilitated

SUSTAINABILITY AND RESILIENCE

96 COUNTRIES
with strengthened public
management systems

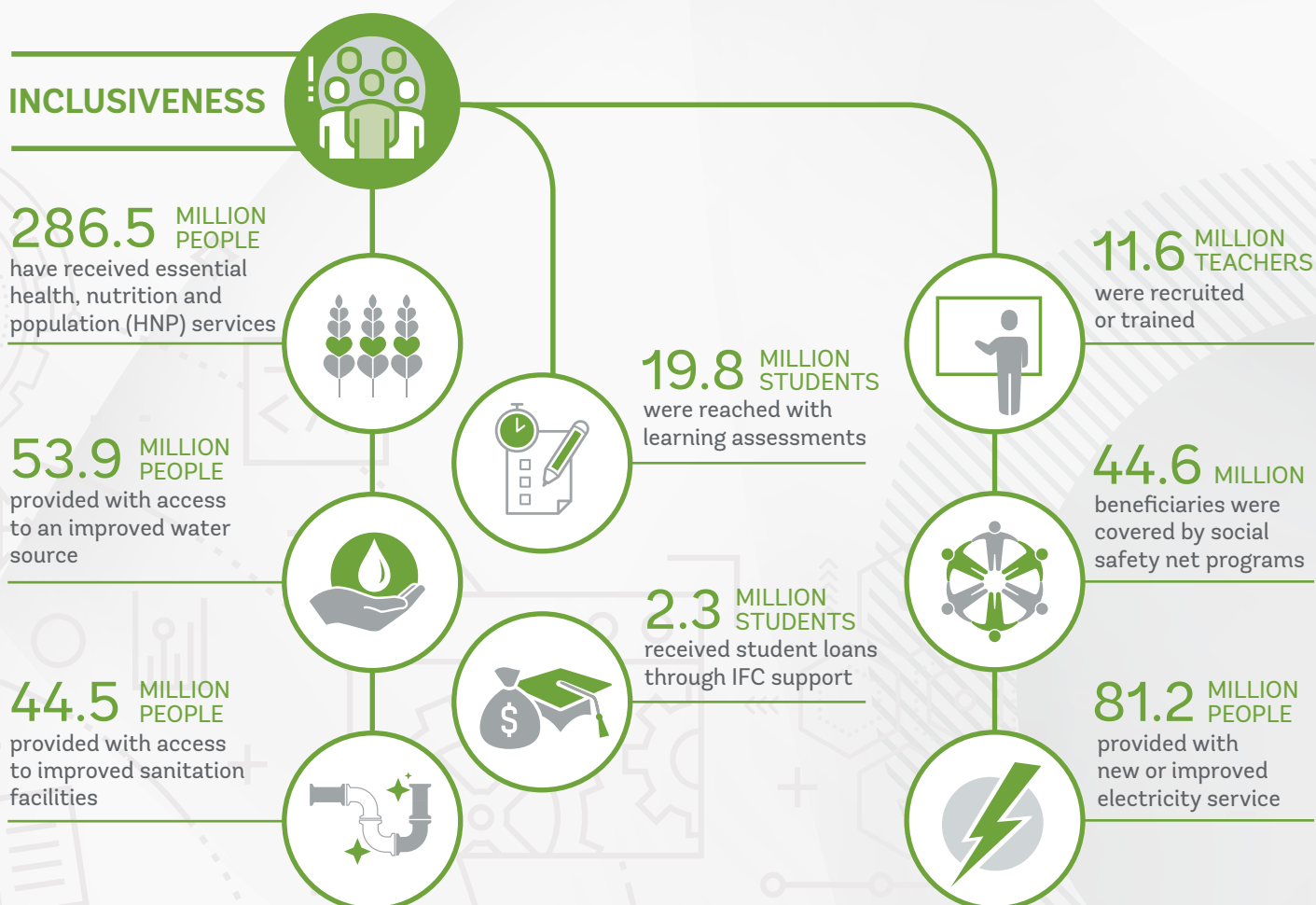
35 COUNTRIES
(FY16)
institutionalizing disaster
risk reduction as a
national priority

69 COUNTRIES
supported on
statistical capacity

WBG helped clients tackle their development challenges by supporting activities that fostered growth and bridged the access gap for disadvantaged beneficiaries. For example, clients expanded power generation through conventional and renewable sources, and over 73 million people and SMEs gained access to finance.

WBG also focused on institutional and environmental sustainability. Nearly 100 countries benefited from strengthened public management systems to enhance institutional governance. Anticipated lifetime savings of energy and fuel also grew.

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Indonesia**Water Supply and Sanitation for Low-Income Communities Project****FY15–17**

3.9 million people
with access to water

2.4 million people
with access to sanitation

The objective of this IDA-funded project is to increase the number of underserved rural and peri-urban populations accessing sustainable water supply and sanitation services. The project supports the government in achieving this objective through mainstreaming and scaling-up a nationwide, community-driven approach. As of May 2017, approximately 10 million people have access to improved water facilities, of whom 4.7 million are female. Approximately 10.6 million people have access to improved sanitation in about 12,250 villages. Approximately 56 percent of target communities reached open defecation-free status and 72 percent adopted handwashing programs. Approximately 84 percent of targeted schools improved their sanitation facilities and hygiene programs. Community Action Plans have been completed in more than 17,600 villages.

Senegal**Electricity Sector Support Project****FY15–17**

1.3 million people
with access to electricity

The objectives of this ongoing project, scheduled to close in 2020, are to contribute to a reduction of technical and commercial electricity losses in Senegal and to improve the reliability of electricity services, focusing primarily on Greater Dakar. The project connected more than 1.3 million people to the electricity grid by modernizing the network, rehabilitating or constructing more than 500 kilometers of transmission and distribution lines. The project also reduced the amount of unserved energy (electricity interruptions to customers), from 40 gigawatt hours to 11.2 gigawatt hours.

Afghanistan**Rural Access Project****FY15–17**

833 people
provided with vocational training

2173 kilometers
of roads rehabilitated

The objective of this project is to connect rural communities to basic services and facilities by providing improved roads and bridges and arranging for ongoing road maintenance. The project has supported the rehabilitation of 561 km of secondary gravel roads, 236 km of secondary asphalt roads, and 1376 km of tertiary roads. In addition, the project has completed 1,388 meters of bridges on secondary roads and 1492 meters of bridges on tertiary roads. Further, the project established 1,500 km of secondary roads and 3,500 km of tertiary roads under community-based routine maintenance. The project will generate an array of benefits to the rural population, including improved access to markets and health and education facilities and reduced travel times and vehicle operating costs. The project has already increased social benefits and capacity in the rural road sector by creating 2.5 million labor days of job opportunities and providing vocational training for 833 people.



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India**National Dairy Support Project****FY17****2.7** million farmers

reached with agricultural support service

The project, which supports India's National Dairy Plan, Phase I, covers about 40,000 villages across 18 participating states in India, with interventions in breed improvement, animal nutrition, and bulk milk collection. Areas covered by the project account for nearly 95 percent of India's milk production, more than 87 percent of the breedable cattle and buffalo population, and 98 percent of the country's fodder resources. The project has reached 2,702,273 farmers with agricultural support services, a large majority of whom are smallholder producers with six animals or less.

**SOCIAL SAFETY NET**

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Mauritania**Social Safety Net System Project****FY15–17****100,000** of poorest households

provided with improved support

The objective of this project is to support the establishment of the national social safety net and provide targeted cash transfers to extremely poor households. It supports the government's social protection strategy through three instruments: (a) The Social Registry helps social programs target the poor in a more efficient and transparent way. The registry is expected to include the 150,000 poorest households in the national territory. So far, about 30,600 households are registered. (b) The National Social Transfer Program provides support to the 100,000 poorest households in Mauritania through cash transfers and social promotion and income-generating activities. So far, 5,100 households benefit. (c) The shock-responsive safety net allows the government to use social protection instruments to respond to crises. In 2017, the government implemented a shock-responsive pilot program benefitting 1,000 households.



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Tajikistan**Second Public Employment for Sustainable Agriculture and Water Resources Management Project****FY15–17****120,000** hectares

provided with new irrigation or drainage services

The objective of the project is to improve food security: (a) in the short term through temporary employment creation; (b) in the medium term through increased crop production and farm incomes in response to improved irrigation and drainage; and (c) in the long term through improved water resource management. About 119,187 hectares have been provided with new irrigation or drainage services, benefiting 801,150 people (48 percent of whom were female), and generating more than 660,000 person-days of employment. In addition, the project has created or strengthened more than 100 water user associations that cover 164,076 hectares of irrigated areas in 17 project districts and include nearly 11,000 water users.

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 gigawatt hours, annual
Actual (FY17)	n/a	Actual (FY17)	22.1 millions	Actual (FY17)	73.2 millions	Actual (FY17)	29,111/35,557 gigawatt hours, annual
Actual in FCS (FY17)	n/a	Actual in FCS (FY17)	0.6 millions	Actual in FCS (FY17)	7.1 millions	Actual in FCS (FY17)	5,235/1,389 gigawatt hours, annual
		Female beneficiaries (FY17)	2.1 millions	Female beneficiaries (FY17)	19.3 millions		

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 (FY17)	96 number	Actual (FY16)	35 number
Actual in FCS (FY17)	23 number	Actual in FCS (FY16)	2 number

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 (FY17)	81.2 millions			Actual (FY17)	286.5 millions
Actual in FCS (FY17)	1.4 millions	Actual (FY17)	22.16 millions	Actual in FCS (FY17)	27.4 millions
				Female beneficiaries (FY17)	52.2 millions
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 (FY17)	53.9 millions	Actual (FY17)	44.5 millions		
Actual in FCS (FY17)	9.6 millions	Actual in FCS (FY17)	0.5 millions		

n/a: Not applicable
Placeholders in CSC are not highlighted here; please refer to Annex 1 for more details.

WB Tier 2

Client Results
Supported by
World Bank
Operations

GROWTH

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 (FY17)	30.2 US\$ billions	Actual (FY17)	1.84 millions	Actual (FY17)	4.87 millions
Actual in FCS (FY17)	2.7 US\$ billions	Actual in FCS (FY17)	0.02 millions	Actual in FCS (FY17)	0.13 millions
		Female beneficiaries (FY17)	0.91 millions	Female beneficiaries (FY17)	0.28 millions
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 (FY17)	3.55 hectares, millions	Actual (FY17)	76.12 kilometers, thousands	Actual (FY17)	2,711/2,805 megawatts
Actual in FCS (FY17)	0.15 hectares, millions	Actual in FCS (FY17)	18.37 kilometers, thousands	Actual in FCS (FY17)	27/0.07 megawatts

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 (FY17)	26.16/10.5 millions			Actual (FY17)	11.6 millions
Actual in FCS (FY17)	1.21/0.09 millions	Actual (FY17)	19.81 millions	Actual in FCS (FY17)	1.0 millions
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 (FY17)	273.2 millions	Actual (FY17)	47.8 millions		
Actual in FCS (FY17)	27.3 millions	Actual in FCS (FY17)	9.6 millions		
Female beneficiaries (FY17)	51.1 millions				
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 (FY17)	20.7 millions	Actual (FY17)	44.6 millions		
Actual in FCS (FY17)	0.5 millions	Actual in FCS (FY17)	7.1 millions		
		Female beneficiaries (FY17)	23.2 millions		

SUSTAINABILITY & RESILIENCE

Countries with strengthened public management systems in civil service and public administration		Countries with strengthened public management systems in tax policy and administration	
Baseline (FY13)	29 number	Baseline (FY13)	24 number
Actual (FY17)	38 number	Actual (FY17)	38 number
Actual in FCS (FY17)	8 number	Actual in FCS (FY17)	10 number
Countries with strengthened public management systems in public financial management		Countries with strengthened public management systems in procurement	
Baseline (FY13)	56 number	Baseline (FY13)	16 number
Actual (FY17)	67 number	Actual (FY17)	21 number
Actual in FCS (FY17)	17 number	Actual in FCS (FY17)	3 number
Emission reductions with support of special climate instruments		Projected lifetime energy and fuel savings	
Baseline (FY13)	903 annual, million tons CO ₂ equivalent	Baseline (FY14)	1,270,000/ n/a MWh and MJ
		Actual (FY17)	8.38x10 ⁸ / 3.02x10 ¹² MWh and MJ
Actual (FY16)	44.5 annual, million tons CO ₂ equivalent	Actual in FCS (FY17)	65,984/ 237,542,400 MWh and MJ
Countries institutionalizing disaster risk reduction as a national priority		Countries supported on statistical capacity	
Baseline (FY13)	29 number	Baseline (FY13)	51 number
Actual (FY16)	35 number	Actual (FY17)	69 number
Actual in FCS (FY16)	2 number	Actual in FCS (FY17)	23 number

n/a: Not applicable
Placeholders in CSC are not highlighted here; please refer to Annex 1 for more details.

Tier 3

Performance

Tier 3 has five categories: development impact, strategic context, operational delivery for clients, financial sustainability, and managing talent. Targets were for FY17, and progress was assessed biannually (April and October for most indicators).

A “traffic light” system was used to assess the degree of achievement for indicators with targets. Traffic lights also helped guide dialogue on actions needed for future improvement.

Measures of operational and organizational effectiveness are grouped into five categories:



These indicators suggest major improvements in some areas, and progress slower than forecast in others.



Development impact

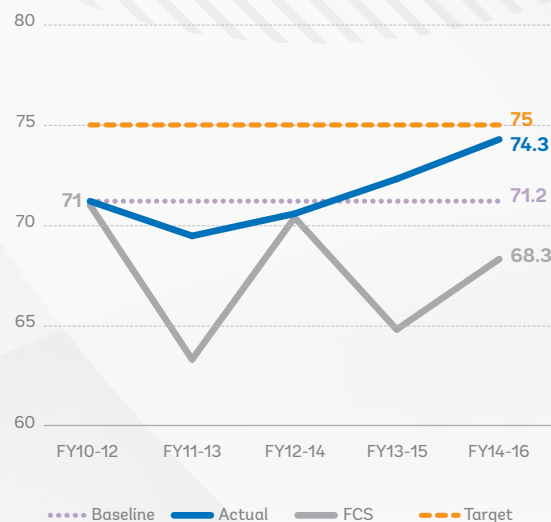
The WBG gauges the effectiveness of its country programs and operations through the self-evaluations prepared by the country team at the end of the program or project cycle. The Independent Evaluation Group (IEG) validates these ratings of effectiveness against agreed criteria.

Based on IEG ratings, WBG country programs are increasingly meeting their expected outcomes. The WBG's new country engagement model, launched in 2015, now underpins the design of country partnership frameworks (CPFs) on systematic country diagnostics (SCD).

The trend for outcomes of WB operations is positive. In the last several years, the WB has taken important steps to improve the quality of operations. Most visibly, staff from the Bank's sector-specific global practices have been reorganized and are now fully responsible for the technical quality of operational work.

For IFC investments, the development outcome rating was impacted by a challenging external environment. Internally, IEG and IFC have worked jointly on a deep-dive study to improve investment work quality, and IFC has begun implementing recommended measures.

WB: Satisfactory outcomes for IBRD/IDA operations - as share of operations (% IEG rating)



For MIGA guarantee projects, the development outcome ratings reflect the lingering effects of the global financial crisis on financial sector projects as well as changes over time in the composition of evaluated projects. In response, MIGA has been diversifying its portfolio in terms of both sectors and regions, as well as growing overall volume.

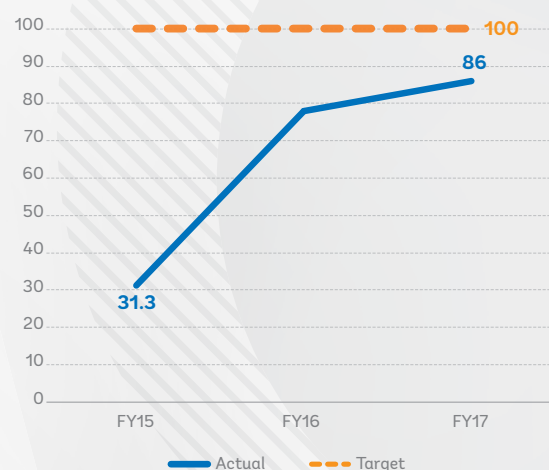


Strategic context

Country programs have become more grounded in diagnostics, and are jointly developed by all three WBG institutions. All active country strategies in fragile and conflict-affected states are based on systematic country diagnostics, an exercise conducted by the WBG in close consultation with national authorities, the private sector, and other stakeholders.

Collaboration across the WBG has increased, based on evidence from staff feedback and the increased joint work by WBG staff on CPFs. At the same time, operations are increasingly integrating climate change and gender issues, and feedback measures for beneficiaries, which are institutional priorities.

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



Note: Reporting for the indicator started in FY15

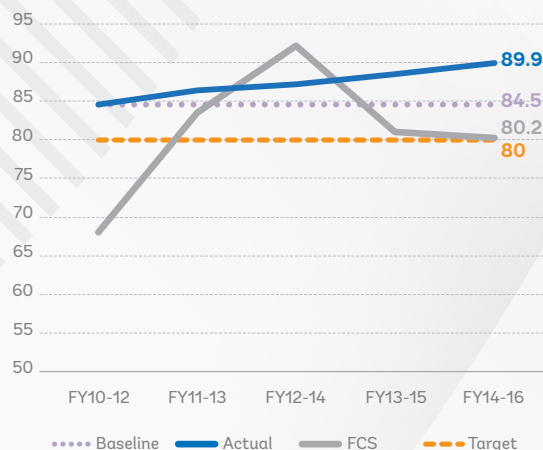


Operational delivery for clients

Delivering for our clients means providing high-quality support when it is needed. The WBG has made strides in delivering operations more efficiently. Future efforts will focus on balancing the speed of delivery with improved project readiness and implementation support for better results.

The WBG will continue to encourage continuous learning throughout the project cycle through greater use of knowledge and stronger feedback loops from evaluation. To facilitate access to knowledge and information, WBG is planning to expand the Global Delivery Initiative database, make impact evaluation results more accessible, and implement a knowledge management action plan for staff.

WB: Satisfactory Bank performance - at supervision (% of commitments, IEG rating)



Note: Data calculated on a three - year rolling basis; updated data captures additional projects reviewed by IEG within the same period

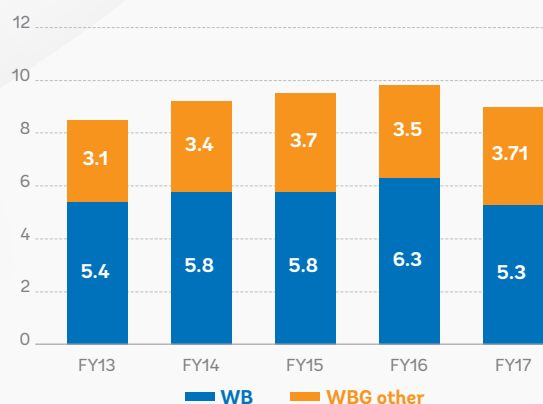


Financial sustainability

The World Bank strengthened its financial sustainability framework during FY14–15, better utilizing existing resources and strengthening financial capacity. For IBRD, a general price increase and measures such as price differentiation by maturity, led to the increased growth of revenue.

IFC's business revenue increased from FY14 to FY17. Annual results fluctuate and are affected by a number of factors, including overall relative contributions from equity and treasury income, net of funding costs.

WBG and WB: Total revenue (US\$ Billions)



Managing talent

Over FY14–17, results for talent management showed a sharp turnaround. Staff have a greater sense of pride and belonging to the institution, and more staff perceive that the capacity of managers has improved. Staff also feel that the WBG provides fair opportunities for everyone to succeed regardless of their demographic characteristics.

Contributing factors include strong actions by management based on staff feedback, a new career framework for operational staff, expanded development for entry-level operations staff, support and training for managers with low managerial effectiveness scores, and targeted recruitment drives.



Development impact



Fully met or close to meeting target

- Client feedback on WBG/WB effectiveness and impact on results
- Stakeholder feedback on knowledge
- Client feedback on WB responsiveness and staff accessibility
- Client feedback on IFC Investment/Advisory Services
- Satisfactory outcomes for WB (IBRD/IDA) operations
- Successful development effectiveness rating of IFC advisory services



Moderate gap from target

- Stakeholder feedback on WBG/WB effectiveness and impact on results, and knowledge
- Satisfactory completion of WBG country strategies



Wide gap from target

- Satisfactory outcomes of IFC operations



Monitored

- Satisfactory outcomes of MIGA operations

Strategic context



Fully met or close to meeting target

- Country strategies underpinned by a Systematic Country Diagnostic (SCD)
- Gender integration in country strategies, and gender reporting and actions in operations
- Projects with beneficiary feedback indicator at design



Moderate gap from target

- Staff perception of WBG collaboration



Monitored

- Climate-related commitments
- Share of CPFs with at least one joint objective in the results matrix

Traffic lights





Fully met or close to target: Met, exceeded the target, or closely approached the target.





Monitored: Indicator has no associated target, and progress is only tracked.





Operational delivery for clients

 <p>Fully met or close to meeting target</p> <ul style="list-style-type: none"> • Disbursement ratio • Bank performance ratings at supervision 	 <p>Moderate gap from target</p> <ul style="list-style-type: none"> • Bank performance ratings at entry • Projects with baseline data for all PDO indicators in the first ISR
 <p>Monitored</p> <ul style="list-style-type: none"> • IBRD/IDA commitments • IBRD/IDA disbursements • Satisfactory WBG performance in country strategies • Staff time spent across regions • MIGA's preparation time 	 <p>Wide gap from target</p> <ul style="list-style-type: none"> • Preparation time • Operations design drawing lessons from evaluative approaches


 **Wide gap from target:** Did not achieve the target or performance standard.

 **Moderate gap from target:** Increased from baseline or previous reported value, but moderate gap remains to meet target.

Financial sustainability

	<p>Fully met or close to meeting target</p> <ul style="list-style-type: none"> • Maximum loan exposure for IBRD • Gross expenditure reduction
	<p>Monitored</p> <ul style="list-style-type: none"> • Total revenue for WBG & WB

Managing talent

	<p>Fully met or close to meeting target</p> <ul style="list-style-type: none"> • Staff perception of employee engagement, managerial effectiveness, and inclusion • Staff diversity
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WBG Tier 3 | World Bank Group Performance

DEVELOPMENT IMPACT

Satisfactory completion of country strategies			Satisfactory outcomes of WBG operations - World Bank			Satisfactory outcomes of WBG operations - IFC			Satisfactory outcomes of WBG operations - MIGA			Bank Advisory Services and Analytics (ASA) objectives accomplished		
Baseline (FY13)	55 (FY10-13)	percent, IEG rating	Baseline (FY13)	71.2 (FY10-12)	percent, IEG rating	Baseline (FY13)	64 (CY10-12)	percent, IEG rating	Baseline (FY13)	76 (FY09-12)	percent, IEG rating	Baseline (FY13)	61**	percent, client rating
Actual (FY17)	67 (FY14-17)	percent, IEG rating	Actual (FY17)	74.3 (FY14-16)	percent, IEG rating	Actual (FY17)	50 (CY14-16)	percent, IEG rating				Actual (FY17)	91	percent, client rating
Actual in FCS (FY17)	42 (FY14-17)	percent, IEG rating	Actual in FCS (FY17)	68.3 (FY14-16)	percent, IEG rating				Actual (FY17)	61 (FY10-15)	percent, IEG rating	Target (FY17)	FY18	percent, client rating
Target (FY17)	70	percent, IEG rating	Target (FY17)	75	percent, IEG rating	Target (FY17)	65 (CY14-16)	percent, IEG rating						
IFC Advisory Services successful development effectiveness rating			Stakeholder feedback on WBG effectiveness and impact on results			Stakeholder feedback on WBG knowledge			Client feedback/satisfaction on WBG effectiveness and impact on results			Client feedback/satisfaction for IFC Investment/Advisory Services		
Baseline (FY13)	76	percent, self-rating	Baseline (FY13)	6.4	scale: 1-10	Baseline (FY13)	6.8	scale: 1-10	Baseline (FY13)	6.9	scale: 1-10	Baseline (FY13)	85/90	percent satisfied
Actual (FY17)	70	percent, self-rating	Actual (FY17)	6.6	scale: 1-10	Actual (FY17)	7.2	scale: 1-10	Actual (FY17)	7.1	scale: 1-10	Actual (FY17)	86/88	percent satisfied /
Actual in FCS (FY17)	77	percent, self-rating	Actual in FCS (FY17)	6.7	scale: 1-10	Actual in FCS (FY17)	7.2	scale: 1-10	Actual in FCS (FY17)	7.0	scale: 1-10	Actual in FCS (FY17)	88/89	percent satisfied /
Target (FY17)	65	percent, self-rating	Target (FY17)	7.0	scale: 1-10	Target (FY17)	7.0	scale: 1-10	Target (FY17)	7.0	scale: 1-10	Target (FY17)	85	percent satisfied

STRATEGIC CONTEXT

Stock of country strategies underpinned by a Systematic Country Diagnostic (SCD)			Climate-related WBG commitments			Gender-integrated country strategies		
Baseline (FY13)	31.3 (FY15)	percent	Baseline (FY13)	8.4	US\$ billions	Baseline (FY13)	86	percent
Actual (FY17)	86	percent	Actual (FY17)	12.8	US\$ billions	Actual (FY17)	100	percent
Actual in FCS (FY17)	100	percent				Actual in FCS (FY17)	100	percent
Target (FY17)	100	percent	Actual in FCS (FY17)	1.2	US\$ billions	Target (FY17)	100	percent
Share of Country Partnership Frameworks (CPFs) that have at least one joint objective in the results matrix			Staff time spent across GPs/CCSAs			Staff perception of WBG collaboration		
Baseline (FY13)	83.3 (FY15)	percent	Baseline (FY13)	9.1 (FY15)	percent	Baseline (FY13)	23	percent
Actual (FY17)	100	percent				Actual (FY17)	40	percent
Actual in FCS (FY17)	100	percent	Actual (FY17)	9.3	percent	Target (FY17)	66	percent

OPERATIONAL DELIVERY FOR CLIENTS

Satisfactory WBG performance for country strategies			WBG commitments		
Baseline (FY13)	72 (FY10-13)	percent, IEG rating	Baseline (FY13)	52.9	US\$ billions
Actual (FY17)	57 (FY14-17)	percent, IEG rating	Actual (FY17)	58.8	US\$ billions
Actual in FCS (FY17)	50 (FY14-17)	percent, IEG rating	Actual in FCS (FY17)	7.6	US\$ billions
Target (FY17)	75	percent, IEG rating			
Capital mobilized on commercial terms			Private capital mobilized (direct)		
Baseline (FY13)	11.1	US\$ billions	Baseline (FY13)	n/a	US\$ billions
Actual (FY17)	11.7	US\$ billions	Actual (FY17)	10.7	US\$ billions
Actual in FCS (FY17)	1.2	US\$ billions	Actual in FCS (FY17)	1.6	US\$ billions
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 (FY17)	25.4	months	Actual (FY17)	195	median # days
Actual in FCS (FY17)	22.3	months			
Target (FY17)	Cut by 1/3	months	Target (FY17)	150	median # days
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 (FY17)	6	months	Actual (FY17)	7.2	percent

FINANCIAL SUSTAINABILITY AND EFFICIENCY

Total revenue			Average annual growth of WBG business revenue			Gross expenditure reduction		
Baseline (FY13)	8.5	US\$ billions	Baseline (FY13)	n/a	percent	Baseline (FY13)	n/a	US\$ billions
Actual (FY17)	9.0	US\$ billions	Actual (FY17)	4.7	percent	Actual (FY17)	389	US\$ billions
			Target (FY17)	>5% (FY15-24)	percent	Target (FY18)	400	US\$ billions

MANAGING TALENT

Employee engagement			Managerial effectiveness			Staff diversity			Inclusion index		
Baseline (FY13)	71	percent	Baseline (FY13)	67	percent	Baseline (FY13)	0.85	index	Baseline (FY13)	54 (FY15)	percent
Actual (FY17)	79	percent	Actual (FY17)	74	percent	Actual (FY17)	0.90	index	Actual (FY17)	63	percent
Target (FY17)	76	percent	Target (FY17)	71	percent	Target (FY17)	1.0	index	Target (FY17)	68	percent

nu: No current update available | n/a: Not applicable | **Different data source used for baseline and FY17 value
 Note: Rating and traffic lights assigned to each indicator are based on assessment of trend and progress toward target value for FY17
 Fully met or close to meeting target | Moderate gap from target | Wide gap from target | Monitored

DEVELOPMENT IMPACT

Satisfactory outcomes for IBRD/IDA operations as a share of operations			Satisfactory outcomes for IBRD/IDA operations as a share of commitments		
Baseline (FY13)	71.2 (FY10-12) percent, IEG rating		Baseline (FY13)	81.8 (FY10-12) percent, IEG rating	
Actual (FY17)	74.3 (FY14-16) percent, IEG rating	on-track	Actual (FY17)	85.6 (FY14-16) percent, IEG rating	on-track
Actual in FCS (FY17)	68.3 (FY14-16) percent, IEG rating	watch	Actual in FCS (FY17)	78.7 (FY14-16) percent, IEG rating	on-track
Target (FY17)	75 percent, IEG rating		Target (FY17)	80 percent, IEG rating	
Advisory Services and Analytics (ASA) objectives accomplished			Client feedback on WB effectiveness and impact on results		
Baseline (FY13)	61** percent, client rating		Baseline (FY13)	6.9 scale: 1-10	
Actual (FY17)	91 percent, client rating		Actual (FY17)	7.1 scale: 1-10	on-track
Actual in FCS (FY17)	nu		Actual in FCS (FY17)	7.1 scale: 1-10	on-track
Target (FY17)	FY18 percent, client rating		Target (FY17)	7.0 scale: 1-10	

Client feedback on WB responsiveness and staff accessibility		
Baseline (FY13)	6.6 scale: 1-10	
Actual (FY17)	6.8 scale: 1-10	on-track
Actual in FCS (FY17)	6.3 scale: 1-10	watch
Target (FY17)	7.0 scale: 1-10	

Satisfactory Bank performance during supervision (%), IEG rating)		
Baseline (FY13)	84.5 (FY10-12) percent of commitments	
Actual (FY17)	89.9 (FY14-16) percent of commitments	on-track
Actual in FCS (FY17)	80.2 (FY14-16) percent of commitments	on-track
Target (FY17)	80 percent of commitments	

External funding attracted for Advisory Services and Analytics (ASA)		
Baseline (FY13)	156 US\$ millions	
Actual (FY17)	373.1 US\$ millions	
Actual in FCS (FY17)	55.9 US\$ millions	

OPERATIONAL DELIVERY FOR CLIENTS

IBRD/IDA commitments		Private capital mobilized		IBRD/IDA disbursements		Satisfactory Bank performance at entry (%), IEG rating)	
Baseline (FY13)	31.5 US\$ billions	Baseline (FY13)	1.1 US\$ billions	Baseline (FY13)	27.1 US\$ billions	Baseline (FY13)	70.9 (FY10-12) percent of commitments
Actual (FY17)	42 US\$ billions	Actual (FY17)	1.5	Actual (FY17)	31 US\$ billions	Actual (FY17)	75.2 (FY14-16) percent of commitments
Actual in FCS (FY17)	7 US\$ billions	Actual in FCS (FY17)	0.04	Actual in FCS (FY17)	4 US\$ billions	Actual in FCS (FY17)	52.9 (FY14-16) percent of commitments
						Target (FY17)	80 percent of commitments
Time from concept note to first disbursement		Disbursement ratio		Quality of Advisory Services and Analytics (ASA)		Advisory Services and Analytics (ASA) delivered in a timely manner	
Baseline (FY13)	28 months	Baseline (FY13)	20.5 (FY11-13) percent	Baseline (FY13)	n/a percent	Baseline (FY13)	68** percent
Actual (FY17)	25.4 months	Actual (FY17)	19.8 percent	Actual (FY17)	87 percent	Actual (FY17)	85 percent
Actual in FCS (FY17)	22.3 months	Actual in FCS (FY17)	22.5 percent	Actual in FCS (FY17)	FY18	Target (FY17)	80 percent
Target (FY17)	Cut by 1/3 months	Target (FY17)	20 percent				
Staff time spent across Regions		Operations design drawing lessons from evaluative approaches		Projects with baseline data for all PDO indicators in the first ISR			
Baseline (FY13)	10.7 (FY15) percent	Baseline (FY13)	50 ¹ percent	Baseline (FY13)	69 percent		
Actual (FY17)	7.2 percent	Actual (FY17)	73 ² percent	Actual (FY17)	87 percent		
		Target (FY17)	100 percent	Actual in FCS (FY17)	88 percent		
				Target (FY17)	100 percent		

STRATEGIC CONTEXT

Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD)			Projects with beneficiary feedback indicator at design			Resolved registered grievances		
Baseline (FY13)	31.3 (FY15) percent		Baseline (FY13)	26 (FY14) percent		Baseline (FY13)	75 percent	
Actual (FY17)	86 percent	on-track	Actual (FY17)	90 percent	on-track	Actual (FY17)	nu	
Actual in FCS (FY17)	100 percent	on-track	Actual in FCS (FY17)	93 percent	on-track	Actual in FCS (FY17)	nu	
Target (FY17)	100 percent		Target (FY17)	100 percent				
Projects with gender-informed analysis, action and monitoring			Projects reporting on gender results during implementation			Commitments with climate co-benefits		
Baseline (FY13)	54 percent		Baseline (FY13)	55 percent		Baseline (FY13)	5.9 US\$ billions	
Actual (FY17)	71 percent	on-track	Actual (FY17)	75 percent	on-track	Actual (FY17)	9.2 US\$ billions	
Actual in FCS (FY17)	66 percent	on-track	Actual in FCS (FY17)	71 percent	on-track	Actual in FCS (FY17)	1.1 US\$ billions	
Target (FY17)	66 percent		Target (FY17)	75 percent				

FINANCIAL SUSTAINABILITY AND EFFICIENCY

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 (FY17)	5.3 US\$ billions	Actual (FY17)	13 percent	Actual (FY17)	209 US\$ billions
		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 (FY17)	107 percent	Actual (FY17)	97 percent	Actual (FY17)	0.3 percent
Target (FY18)	≤100 percent	Target (FY17)	≤100 percent	Actual in FCS (FY17)	0.5 percent

MANAGING TALENT

Employee engagement			Managerial effectiveness		
Baseline (FY13)	71 percent		Baseline (FY13)	67 percent	
Actual (FY17)	80 percent	on-track	Actual (FY17)	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 (FY17)	0.90 index	on-track	Actual (FY17)	63 percent	on-track
Target (FY17)	1.0 index		Target (FY17)	67 percent	

1. IDA projects only | 2. IDA and other projects | nu: No current update available | n/a: Not applicable | **Different data source used for baseline and FY17 value

Note: Rating and traffic lights assigned to each indicator are based on assessment of trend and progress toward target value for FY17

● Fully met or close to meeting target | ● Moderate gap from target | ● Wide gap from target | ● Monitored

Corporate Scorecard Definitions

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's 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.

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 System of National Accounts, net acquisitions of valuables are also considered capital formation.

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 agriculture 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.

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

Adults with financial accounts (% , age 15+ all/bottom 40%): Percentage of adults (age 15+) in the overall population and for the 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.

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 97 (24 FCS) 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 (2017).* | 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 126 (20 FCS) countries. The baseline data are from World Bank, International Income Distribution database. The current estimates are from World Bank, The Global Micro Database.

Source: *World Bank, Global Micro Database (2017).* | 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.

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% of persons aged 15-19 who have completed primary school education, and the gap to the country's average rate. 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 128 (23 FCS) countries. The baseline data are from World Bank, International Income Distribution database. The current estimates are from World Bank, The Global Micro Database.

Source: *World Bank, Global Micro Database (2017).* | 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 children immunized; pregnant women who have received antenatal care; deliveries attended by skilled health personnel; women who have received family planning services; women and children who have received basic nutrition services; adults and children who have received tuberculosis treatment (WHO-recommended Directly Observed Treatment Short Course (DOTS)); adults and children who have received treatment for malaria; adults and children who have received antiretroviral therapy; children who have received treatment for pneumonia; children who have received treatment for diarrhea; adults who have received screening for high blood pressure; adults who have received treatment for high blood pressure; adults who have received screening for diabetes; adults who have received treatment for diabetes; adults who have received screening for cancer; adults who have received treatment for cancer; and 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 are 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 an interior or exterior pipe within the house or compound, and the gap to the country's population average. 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. 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 Population-Adjusted Net Saving (PANS), which indicates a country's ability to sustain income and welfare for its (growing) population in the future. PANS is based on gross national savings adjusted for changes in all assets: 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*. Data are reported for a balanced set of countries with data available for the reference years (2010 – 2014).

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 the 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 2016 number includes countries that were not assessed in 2016-2014 because of changes in country coverage, but that were included in the previous years, with 2015-2013 ratings. The 2016 number excludes Korea, which graduated from IBRD in FY16.

Source: *World Bank Group, CPIA 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 that DRM is a national and local priority with a strong institutional basis 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 agriculture 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: World Bank, World Development Indicators. | Frequency: Annual.

CO₂ emissions (kg per 2011 PPP\$ of GDP): Carbon dioxide emissions result from the burning of fossil fuels—solid, liquid, and gas fuels and gas flaring—and the manufacture of cement. 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.

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 results, as reported by active projects that closed during the three-year reporting period (currently FY15-17).

Data are disaggregated for fragile and conflict-affected situations (FCS) and for female beneficiaries where feasible. Efforts are continuing to improve the level of gender reporting by projects. FCS figures are based on countries of the FCS list equivalent to the last year of the reporting period (currently fiscal year 2017).

WORLD BANK GROUP

The Results Tier of the WBG Corporate Scorecard integrates results from the World Bank's investment project financing (IBRD, IDA, and recipient executed trust funds), IFC's Investment Services (IS), 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 (AS). 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 three institutions operate with different instruments and work with different clients—the World Bank with government and the IFC and MIGA with the private sector. The results reported are those achieved by these clients, with support of the World Bank and IFC. 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). Aggregation rules will be improved in the future to make such numbers more comparable. The aggregation of results across the WBG 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 were 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 WBG-supported operations. *Data: FY15-FY17.*

- > 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.
- > The IFC and MIGA, contribution includes the number of farmers that are linked to the operations of the 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 WBG-supported operations. *Data: FY15-FY17.*

- > 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/microenterprises 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 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 WBG-supported operations. Renewable energy is defined to include hydropower and power from wind, solar, geothermal, and other renewable sources. Data: FY15-FY17.

- > World Bank reports on capacity of conventional and renewable energy. Capacity (MW) is translated to GWh using 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 WBG-supported operations. Data: FY15-FY17.

- > The 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 WBG-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, or 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 FY11 and FY15, 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 WBG operations. *Data: FY15-FY17.*

- > 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 WBG-supported operations. *Data FY15-FY17.*

- > 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 WBG-supported operations. *Data FY15-FY17.*

- > 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 WBG-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: FY15-FY17.*

- > 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 WBG-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).

Climate change mitigation and adaptation: *Definition allowing aggregation across WBG under development.*

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 fiscal years 2013-2015) based on project results reporting.

Private investment 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 were 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: World Bank Group 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. *Data: FY15-FY17.*

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. *Data: FY15-FY17.*

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. *Data: FY15-FY17.*

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. *Data: FY15-FY17.*

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". *Data: FY15-FY17.*

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. *Data: FY15-FY17.*

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.

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. *Data: FY15-FY17.*

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 children immunized; pregnant women who have received antenatal care; deliveries attended by skilled health personnel; women who have received family planning services; women and children who have received basic nutrition services; adults and children who have received tuberculosis treatment (WHO-recommended Directly Observed Treatment Short Course (DOTS)); adults and children who have received treatment for malaria; adults and children who have received antiretroviral therapy; children who have received treatment for pneumonia; children who have received treatment for diarrhea; adults who have received screening for high blood pressure; adults who have received treatment for high blood pressure; adults who have received screening for diabetes; adults who have received treatment for diabetes; adults who have received screening for cancer; adults who have received treatment for cancer; 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). *Data: FY15-FY17.*

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. *Data: FY15-FY17.*

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. *Data: FY15-FY17.*

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. *Data: FY15-FY17.*

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).

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 while reporting began 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: FY15-FY17 for active projects.

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

Tier 3: WORLD BANK GROUP/WORLD BANK PERFORMANCE

The WBG 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 WBG institutions. Individual institutions scorecards provide information on how these institutions are contributing to the Group-wide measures reported in the WBG Corporate Scorecard. If the measures can be meaningfully reported only at the Group level, it is not repeated in the scorecards of the individual institutions.

Data for fragile and conflict-affected situations (FCS) are based on FCS list equivalent to the last year of 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. IFCs 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's effectiveness and impact on development results (scale: 1-10): Mean score for the answer provided by WBG stakeholders to the following questions from the annual WBG Country Opinion Survey Program: (a) "Overall, please rate your impression of the WBG's effectiveness in your country." and (b) "To what extent does the WBG'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"). WBG 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 (FY 2017), i.e. for one-third of all WBG client countries surveyed during each three-year cycle (36 client countries were surveyed in FY 2017).

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 WBG stakeholders to the question from the annual Country Opinion Survey (COS) Program: "Overall, how significant a contribution do you believe the WBG'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"). WBG 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 (FY 2017), i.e., for one-third of all WBG client countries surveyed during each three-year cycle (36 client countries were surveyed in FY17).

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 (COS) Program: (a) "Overall, please rate your impression of the WBG's effectiveness in your country." and (b) "To what extent does the WBG'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 institution. The indicator reflects the current fiscal year ratings (FY 2017), i.e. for one-third of all WBG client countries surveyed during each three-year cycle (36 client countries were surveyed in FY 2017).

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: IFC Client Surveys for 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 WBG 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 WBG 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 WB performance. For the Completion and Learning Reviews (CLRs) for CPFs, data will be reported for the WBG.

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 WB, IFC, and MIGA.

- > WB 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 IFCs 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.

Private capital mobilized (direct) (US\$ billions): Amount of financing from a private entity on commercial terms due to the active and direct involvement of the WBG leading to commitment. Evidence of active and direct involvement includes mandate letters, fees linked to financial commitment or other validated or auditable evidence of the WBG's active and direct role leading to commitment of other private financiers. PDM does not include sponsor financing.

Source: *Missing*. | Frequency: *Missing*

World Bank time from Concept Note to first disbursement (months): Average number of months from Concept Note approval to the first disbursement for WB-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 WB 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 (tear-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 WBG.

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) Q1, "I am proud to work at WBG," and Q2, "The WBG is the best place to work in development" (SAY); (b) Q3, "I feel a strong sense of belonging to WBG" (STAY); and (c) Q4, "The WBG inspires me to do my best work" (STRIVE).

Source: *World Bank Group 2017 Employee 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 : (a) Q15, technical skills; (b) Q16, people skills; (c) Q18, Q19, Q21, helping staff to succeed; and (d) Q17, Q20, and Q22, exemplifying WBG values to staff.

Source: *World Bank Group 2017 Employee 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 WBG 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) Q34 and Q56, creating an environment of trust and inclusiveness; (b) Q31, Q35, and Q57, managerial commitment and accountability for diversity and inclusion; and (c) Q54 and Q55, treating staff with fairness, dignity, and respect.

Source: *World Bank Group 2017 Employee Engagement Survey*. | Frequency: Annual.

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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 World Bank’s effectiveness and impact on results (scale: 1-10): Mean score for the answer provided by WB clients to the following questions from the annual Country Opinion Survey (COS) Program: (a) “Overall, please rate your impression of the WB’s effectiveness in your country,” and (b) “To what extent does the WB’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 institution. The indicator reflects the current fiscal year ratings (FY 2017), i.e. for one-third of all WB client countries surveyed during each three-year cycle (36 client countries were surveyed in FY 2017).

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

Client Feedback on World Bank’s responsiveness and staff accessibility (scale: 1-10): Mean score for the answer provided by WB clients to the following questions from the annual COS Program: “To what extent is the WB 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 institution. The indicator reflects the current fiscal year ratings (FY 2017), i.e. for one-third of all WB client countries surveyed during each three-year cycle (36 client countries were surveyed in FY 2017).

Source: *World Bank Group Country Opinion Survey 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 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 WB that becomes available to clients at financial close because of the WB'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 WB'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 WB 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) Q1, "I am proud to work at the WBG," and Q2, "The WBG is the best place to work in development" (SAY); (b) Q3, "I feel a strong sense of belonging to WBG" (STAY); and (c) Q4, "The WBG inspires me to do my best work" (STRIVE).

Source: *World Bank Group 2017 Employee Engagement Survey*. | Frequency: Annual.

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: (a) Q15, technical skills; (b) Q16, people skills; (c) Q18, Q19, Q21, helping staff to succeed; and (d) Q17, Q20, and Q22, exemplifying WBG values to staff.

Source: *World Bank Group 2017 Employee 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 WB 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) Q34 and Q56, creating an environment of trust and inclusiveness; (b) Q31, Q35, and Q57, managerial commitment and accountability for diversity and inclusion; and (c) Q54 and Q55, treating staff with fairness, dignity, and respect.

Source: *World Bank Group 2017 Employee Engagement Survey*. | Frequency: Annual.

Acknowledgement

Reporting results on the Corporate Scorecard across the World Bank Group is an important and enormous undertaking. Over the past four years, we have built an extensive network of partners and contributors¹ who have provided inputs, data, and information. We appreciate their hard work, commitment, and dedication.

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1. Team members are listed in the units where they worked at the time of their contributions.

Goals	Population living on less than US\$ 1.90 a day* (%)	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)			3.6 (2011)
Development Context	Growth	Actual	Actual in FCS	Inclusiveness	Actual	Actual in FCS
		10.7 (2013)	49.6 (2013)			
Development Context	GDP per capita (constant 2010 US\$)	3,995* (2012)	4,488 (2016)	1,486 (2016)	Opportunities: Countries with growth concentrated in the bottom 40% (%)	n/a
	Gross capital formation (% of GDP)	31.6* (2013)	30.7 (2015)	20.3 (2015)		
	Agriculture value added per worker (constant 2010 US\$)	1,687* (2013)	1,778.4 (2016)	1,059.9 (2016)		
	Adults with financial accounts (% age 15+; all/ bottom 40%)	42/30 (2011)	54/46 (2014)	18/12 (2014)		
	- Women with financial accounts (% age 15+)	37 (2011)	50 (2014)	14 (2014)		
	Sustainability and resilience	Baseline		Actual		
	Countries without wealth depletion (%)	48.2* (2010)	45.5* (2014)			
	Countries with low or moderate risk from unsustainable debt (number)	63 (2012)	58 (2016)			
	Countries mainstreaming disaster risk management (%)	69 (2013)	74 (2015)			
	Population living in areas under water stress (%)					
	Population exposed to harmful air pollution (PM2.5) (%)	97.5* (2010)	97.5 (2015)			
	Global environmental sustainability	Baseline		Actual		
	CO2 emissions* (kg per 2011 PPP\$ of GDP)	0.37 (2010)	0.35* (2013)			
	Average annual deforestation change* (%)	0.10 (2010)	0.09 (2015)			
	Climate resilience and climate finance (tbd)					

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

Client Results Supported by World Bank Group Operations

Results	Growth	Baseline	Actual	Actual in FCS	Female
		(FY13)	(FY17)	(FY17)	beneficiaries (FY17)
Results	Private investments catalyzed (US\$ billions)	n/a	n/a	n/a	—
	Farmers reached with agricultural assets and services (millions)	3.9	22.1	0.6	2.1
	People, microenterprises and SMEs reached with financial services (millions)	33.0	73.2	7.1	19.3
	Transport indicator (tbd)				
	Expanded conventional/renewable power generation (gigawatt hours, annual)	25,491/13,405	29,111/35,557	5,235/1,389	—
	People reached with ICT (tbd)				
	Inclusiveness				
	Beneficiaries of job-focused interventions	FY18			
	People provided with new or improved electricity service (millions)	32.7	81.2	1.4	—
	Students reached (millions)	15.9	22.16	—	—
	People who have received essential health, nutrition and population (HNP) services (millions)	257.4	286.5	27.4	52.2
	People provided with access to an improved water source (millions)	38.4	53.9	9.6	—
	People provided with access to improved sanitation facilities (millions)	12.9	44.5	0.5	—
	Sustainability and resilience				
	Countries with strengthened public management systems (number)	107	96	23	—
	Countries institutionalizing disaster risk reduction as a national priority (number)	29	35 (FY16)	2 (FY16)	—
	GHG emissions (tbd)				

World Bank Group Performance

Performance	DEVELOPMENT IMPACT	Target	Baseline	Actual	Actual in FCS	Working as one WBG	Target	Baseline	Actual	Actual in FCS
		(FY17)	(FY13)	(FY17)	(FY17)		(FY17)	(FY13)	(FY17)	(FY17)
Performance	Development outcomes ratings					Share of Country Partnership Frameworks (CPFs) that have at least one joint objective in the results matrix (%)	—	83.3 (FY15)	100	100
	Satisfactory completion of country strategies (% IEG rating)	70	55 (FY10-13)	67 (FY14-17)	42 (FY14-17)		—	9.1 (FY15)	9.3	—
	Satisfactory outcomes of WBG operations						66	23	40	—
	- World Bank (% IEG rating)	75	71.2 (FY10-12)	74.3 (FY14-16)	68.3 (FY14-16)		OPERATIONAL DELIVERY FOR CLIENTS			
	- IFC (% IEG rating)	65 (CY14-16)	64 (CY10-12)	50 (CY14-16)	—		Satisfactory WBG performance for country strategies (% IEG rating)	75 (FY10-13)	57 (FY14-17)	50 (FY14-17)
	- MIGA (% IEG rating)	— (FY09-12)	76 (FY10-15)	61 (FY10-15)	—		WBG commitments (US\$ billions)	—	52.9	58.8
	Bank Advisory Services and Analytics (ASA) objectives accomplished (% client rating)	FY18	61**	91	—		Capital mobilized on commercial terms (US\$ billions)	—	11.1	11.7
	IFC advisory services successful development effectiveness rating (% self-rating)	65	76	70	77		Private capital mobilized (direct) (US\$ billions)	—	n/a	10.7
	Stakeholder and Client feedback						Time for operational delivery	Cut by 1/3	28	25.4
	Stakeholder feedback (scale: 1-10)						- WB: Concept to first disbursement (months)	150	n/a	195
	- on WBG effectiveness and impact on results	7.0	6.4	6.6	6.7		- IFC: Mandate-to-disbursement (median # days)	—	5.41	6
	- on WBG knowledge	7.0	6.8	7.2	7.2		- MIGA: Concept to Guarantee issuance (months)	—	10.7 (FY15)	7.2
	Client feedback/satisfaction						Staff time spent across Regions (%)	—		—
	- on WBG effectiveness and impact on results (scale: 1-10)	7.0	6.9	7.1	7.0		FINANCIAL SUSTAINABILITY			
	- for IFC investment/advisory services (% satisfied)	85	85/90	86/88	88/89		Total revenue (US\$ billions)	—	8.5	9.0
	STRATEGIC CONTEXT						Average annual growth of WBG business revenue (%)	>5% (FY15-24)	n/a	4.7
	Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD) (%)	100	31.3 (FY15)	86	100		Gross expenditure reduction (US\$ millions)	400 (FY18)	n/a	389
	Mainstreaming of priorities						MANAGING TALENT			
	Climate related WBG commitments (US\$ billions)	—	8.4	12.8	1.2		Employee engagement (%)	76	71	79
	Gender integrated country strategies (%)	100	86	100	100		Managerial effectiveness (%)	71	67	74
							Staff diversity (index)	1.0	0.85	0.90
							Inclusion index (%)	68	54 (FY15)	63

nu: No current update available n/a: Not applicable **Different data source used for baseline and FY17 value

WORLD BANK CORPORATE SCORECARD – OCTOBER 2017

Client Results Supported by World Bank Operations

Results	Growth	Baseline (FY13)	Actual (FY17)	Actual in FCS (FY17)	Female beneficiaries (FY17)
	Private investments catalyzed (US\$ billions)	n/a	30.2	2.7	–
	People, microenterprises and SMEs reached with financial services (millions)	15.3	1.84	0.02	0.91
	Farmers adopting improved agricultural technology (millions)	1.8	4.87	0.13	0.28
	Area provided with irrigation services (hectares, millions)	1.2	3.55	0.15	–
	Roads constructed and rehabilitated (kilometers, thousands)	95	76.12	18.37	–
	Additional and improved transport services (tbd)				
	Generation capacity of conventional/renewable energy (megawatts)	1,430/904	2,711/2,805	27/0.07	–
	Inclusiveness				
	Beneficiaries of job-focused interventions	FY18			
	People provided with direct/inferred access to electricity (millions)	6.9/2.3	26.16/10.50	1.21/0.09	–
	Students that have benefitted from learning assessments (millions)	15.5	19.81	–	–
	Teachers recruited or trained (millions)	1.0	11.6	1.0	–
	People who have received essential health, nutrition and population (HNP) services (millions)	250.9	273.2	27.3	51.1
	People provided with access to an improved water source (millions)	35.3	47.8	9.6	–
	People provided with access to improved sanitation facilities (millions)	6.8	20.7	0.5	–
	Beneficiaries covered by social safety net programs (millions)	37.4	44.6	7.1	23.2
	Sustainability and resilience				
	Countries with strengthened public management systems in				
	- Civil service and public administration (number)	29	38	8	–
	- Tax policy and administration (number)	24	38	10	–
	- Public financial management (number)	56	67	17	–
	- Procurement (number)	16	21	3	–
	Emission reductions with support of special climate instruments (annual, million tons CO ₂ equivalent)	903	44.5 (FY16)	–	–
	Projected lifetime energy and fuel savings (MWh and MJ)	1,270,000 (FY14)/n/a	8.38X10 ⁸ /3.02X10 ¹²	65,984/237,542,400	–
	Countries institutionalizing disaster risk reduction as a national priority (number)	29	35 (FY16)	2 (FY16)	–
	Countries supported on statistical capacity (number)	51	69	23	–

World Bank Performance

Performance	DEVELOPMENT IMPACT				Quality and timeliness of lending operations			
	Target (FY17)	Baseline (FY13)	Actual (FY17)	Actual in FCS (FY17)	Target (FY17)	Baseline (FY13)	Actual (FY17)	Actual in FCS (FY17)
	Development outcomes ratings				Satisfactory Bank performance (% , IEG rating)			
	Satisfactory outcomes for IBRD/IDA operations				- at entry (% of commitments)			
	- as a share of operations (% , IEG rating)	75	71.2 (FY10-12)	74.3 (FY14-16)	68.3 (FY14-16)	80	70.9 (FY10-12)	75.2 (FY14-16)
	- as a share of commitments (% , IEG rating)	80	81.8 (FY10-12)	85.6 (FY14-16)	78.7 (FY14-16)	80	84.5 (FY10-12)	89.9 (FY14-16)
	Advisory Services and Analytics (ASA) objectives accomplished (% , client rating)	FY18	61**	91	–	Cut by 1/3	28	25.4
	Client feedback					20	20.5 (FY11-13)	19.8
	Client feedback (scale: 1-10)							22.5
	- on WB effectiveness and impact on results	7.0	6.9	7.1	7.1	Quality and efficiency of Advisory Services and Analytics (ASA) products		
	- on WB responsiveness and staff accessibility	7.0	6.6	6.8	6.3	Quality of Advisory Services and Analytics (ASA) (%)		
	STRATEGIC CONTEXT					Advisory Services and Analytics (ASA) delivered in a timely manner (%)		
	Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD) (%)	100	31.3 (FY15)	86	100	External funding attracted for Advisory Services and Analytics (ASA) (US\$ millions)		
	Incorporating citizen and beneficiary feedback					Knowledge and science of delivery for results		
	Projects with beneficiary feedback indicator at design (%)	100	26 (FY14)	90	93	Staff time spent across Regions (%)		
	Resolved registered grievances (%)	–	75	nu	nu	Operations design drawing lessons from evaluative approaches (%)		
	Mainstreaming of priorities					Projects with baseline data for all PDO indicators in the first ISR (%)		
	Projects with gender-informed analysis, action and monitoring (%)	66	54	71	66	FINANCIAL SUSTAINABILITY AND EFFICIENCY		
	Projects reporting on gender results during implementation (%)	75	55	75	71	Total revenue (US\$ billions)		
	Commitments with climate co-benefits (US\$ billions)	–	5.9	9.2	1.1	Average annual growth of IBRD business revenue (%)		
	Projects with climate change co-benefits implementing agreed climate actions (%)					IBRD maximum loan exposure (US\$ billions)		
	OPERATIONAL DELIVERY FOR CLIENTS					IBRD budget anchor (%)		
	Financing for clients					IDA budget anchor (%)		
	IBRD/IDA commitments (US\$ billions)	–	31.5	42	7	Support cost ratio (%)		
	Private capital mobilized (US\$ billions)	–	1.1	1.5	0.04	MANAGING TALENT		
	IBRD/IDA disbursements (US\$ billions)	–	27.1	31	4	Employee engagement (%)		
						Managerial effectiveness (%)		
						Staff diversity (index)		
						Inclusion index (%)		

¹ IDA projects only ² IDA and other projects nu: No current update available n/a: Not applicable **Different data source used for baseline and FY17 value

Note: Rating and traffic lights assigned to each indicator are based on assessment of trend and progress toward target value for FY2017

● Fully met or close to meeting target | ● Moderate gap from target | ● Wide gap from target | ○ Monitored

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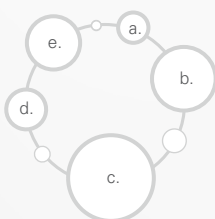
Endnotes

1. World Bank, PovcalNet: <http://research.worldbank.org/PovcalNet/index.htm>
2. World Bank, 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, 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. NA: Not applicable.
4. World Bank Group, CPIA database (<http://www.worldbank.org/ida>)
5. Excluding China
6. Contributions from MIGA have been included in FY15 but definitions will be included in the FY16 Corporate Scorecard
7. Data have been disaggregated for World Bank from the WBG Engagement Survey

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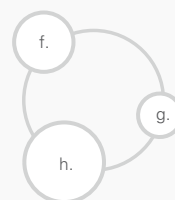
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