# Abbreviations and Acronyms

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

WB updated Scorecards in April and September

WBG-wide Scorecard launched

WB revised Scorecard to align with WBG Scorecard

IFC initiated process to revise Scorecard and MIGA its KPIs to align with WBG Scorecard

WBG and WB updated Scorecards in April

WBG and WB updated Scorecards in October

2016

WBG and WB updated Scorecards in April

2015

WBG and WB updated Scorecards in April

IFC launched revised Scorecard

MIGA introduced its Scorecard

WBG and WB updated Scorecards in October

2014

WBG-wide Scorecard launched

WB revised Scorecard to align with WBG Scorecard

IFC initiated process to revise Scorecard and MIGA its KPIs to align with WBG Scorecard

2013

WB initiated process of 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

2012

WB updated Scorecards in April and September

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)
World Bank Group and World Bank Corporate Scorecards

The World Bank Group/World Bank Corporate Scorecards were endorsed in April 2014 to monitor the implementation of the World Bank Group Strategy, which was launched in July 2013. The Strategy outlined how the World Bank Group intended to partner more effectively with clients to help them achieve the ambitious goals of eradicating extreme poverty and boosting shared prosperity through economic growth, inclusion, and sustainability and resilience. The Scorecards provide an apex view of the results and performance indicators of the three World Bank Group institutions: the World Bank (WB), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA). This brochure presents the Scorecards updated with the latest data available in FY16.
The Scorecards are structured in three tiers. Tiers 1 and 2 present indicators monitoring aspects of growth, inclusiveness, and sustainability and resilience. The World Bank Group Strategy recognizes the importance of each of these areas to the achievement of the goals. Tier 3 captures the World Bank Group’s progress in implementing the Strategy and includes measures of both operational and organizational effectiveness.

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

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

Next year’s update will complete the 4-year cycle of the current Corporate Scorecards. The October 2017 CSC update will take stock of the achievements and the October 2018 WBG CSC will debut with updated indicators.
Tier 1 reports the long-term development outcomes and the broader context of countries in which the World Bank Group is operating. Improvements observed in Tier 1 indicators are not attributed to the World Bank Group; they are the outcome of collective efforts by countries and their development partners.

While Tier 1 reflects the development context in World Bank Group client countries, some aspects of environmental sustainability, particularly those related to climate change, have global dimensions. Consequently, the Tier 1 indicators for CO₂ emissions and average annual deforestation change are reported for the world as a whole.
Haiti, Rwanda, Malawi and Sierra Leon, as well as some eastern and southern African countries, have made remarkable progress in reducing under-five mortality. Despite the progress made in the past five years, under-five mortality remains a development challenge in most countries in Sub-Saharan Africa and South Asia.

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

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

*Country borders or names do not necessarily reflect the World Bank Group’s official position*
Tier 2 reflects the results reported by clients that are supported by the World Bank Group in implementing operations that promote growth, inclusiveness, and sustainability/resilience. Tier 2 data in this edition cover the stock of results achieved over FY14-FY16. It is important to note that, in the Group-wide Corporate Scorecard, results reported by the World Bank are implemented primarily by governments and other public sector entities; for the IFC and MIGA results, private sector entities are the implementing partners.

### Clients’ Results

**SUPPORTED BY WORLD BANK GROUP**

- **18.9 MILLION FARMERS** reached with agricultural assets and services
- **47,343/25,173 GIGAWATT HOURS, ANNUAL** expanded conventional/renewable power generation
- **59.1 MILLION** people, microenterprises and SMEs reached with financial services
- **75.2 MILLION PEOPLE** provided with new or improved electricity service
- **59.4 MILLION PEOPLE** provided with access to an improved water source
- **20.1 MILLION** students reached
- **92 COUNTRIES** with strengthened public management systems
- **35 COUNTRIES** institutionalizing disaster risk reduction as a national priority

**SUPPORTED BY WORLD BANK**

- **4 MILLION FARMERS** adopting improved agricultural technology
- **90,500 KM** roads constructed and rehabilitated
- **310.8 MILLION PEOPLE** have received essential health, nutrition and population (HNP) services
- **17.6 MILLION PEOPLE** provided with access to improved sanitation facilities
- **29 COUNTRIES** with strengthened public management systems in: civil service and public administration
- **35 COUNTRIES** institutionalizing disaster risk reduction as a national priority
Highlights of Project Achievements for selected sectors

**Tanzania | Water Sector Support Project**

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

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

**India | The Third Elementary Education Project (SSA III)**

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

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

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

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

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

**Roads**

**China | Fujian Highway Sector Investment Project**

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

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

**Ethiopia | Sustainable Land Management Project-II**

**FY16 |** 224,775 farmers have adopted new technology.

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

**Madagascar | Social Safety Net Project**

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

This project supported Madagascar’s two safety net programs:

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

(b) The Productive Safety Net Program provides a reliable source of household incomes.

The safety net programs cover 500,000 extremely poor people, mostly women and children; at least 75 percent of cash benefits go directly to women; and 32,000 households participate in regular cash-for-work activities. Under the project, a national beneficiary registry was established for social safety net beneficiaries, and children’s primary school attendance rates improved to 97 percent.
Tier 3 includes operational and organizational effectiveness measures, such as the quality and timeliness of investments and advisory services delivered to clients; alignment with the Strategy; stakeholder and client feedback; internal knowledge-sharing and collaboration; financial sustainability; and talent management. Targets are set for FY17, and progress is assessed bi-annually (April and October for most indicators).

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

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

**Traffic Lights**

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

- **Watch.**  
  No meaningful increase or decrease from baseline or previous reported value.

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

- **Monitored.**  
  Data has no associated target and progress is only tracked.
Assessing progress on the change process

Development impact

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

Strategic context

There has been overall progress in performance.

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

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

<table>
<thead>
<tr>
<th></th>
<th>Stakeholder feedback on effectiveness and impact on results (scale 1 – 10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY13</td>
<td>6.4</td>
</tr>
<tr>
<td>FY14</td>
<td>6.6</td>
</tr>
<tr>
<td>FY15</td>
<td>6.3</td>
</tr>
<tr>
<td>FY16</td>
<td>7</td>
</tr>
<tr>
<td>FY17</td>
<td>6.8</td>
</tr>
</tbody>
</table>

Source: 2016 Analysis of the Country Opinion Survey

More country strategies use SCDs as foundation for prioritizing programs

<table>
<thead>
<tr>
<th>WBG</th>
<th>Stock of country strategies underpinned by a Systematic Country Diagnostic (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY15</td>
</tr>
<tr>
<td>31.3</td>
<td>78</td>
</tr>
</tbody>
</table>

Note: Reporting for the indicator started in FY15
Operational delivery for clients

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

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

Financial sustainability

Expenditure Review savings program is on track.

Managing talent

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

Time taken to deliver operations remains a challenge

<table>
<thead>
<tr>
<th>WB</th>
<th>Concept to first disbursement (months)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY13</td>
</tr>
<tr>
<td>Baseline</td>
<td>28</td>
</tr>
<tr>
<td>Actual</td>
<td>26</td>
</tr>
<tr>
<td>FCS</td>
<td>24</td>
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<tr>
<td>Target</td>
<td>22</td>
</tr>
</tbody>
</table>

Gross expenditure reduction is on track

<table>
<thead>
<tr>
<th>WBG</th>
<th>Gross expenditure reduction (US$ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>FY16</td>
</tr>
<tr>
<td>Actual</td>
<td>263</td>
</tr>
<tr>
<td>Target</td>
<td>400</td>
</tr>
</tbody>
</table>

Improved perception of managers’ application of technical and people skills

<table>
<thead>
<tr>
<th>WBG</th>
<th>Managerial Effectiveness Index (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY13</td>
<td>FY15</td>
</tr>
<tr>
<td>Baseline</td>
<td>67</td>
</tr>
<tr>
<td>WBG</td>
<td>67</td>
</tr>
<tr>
<td>Target</td>
<td></td>
</tr>
</tbody>
</table>

Note: No update was reported in FY14
### Tier 1 Development Context

#### Sustainable Development Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>Population living on less than US$ 1.90 a day*</th>
<th>Median of growth rates of average real per capita income of the bottom 40%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>13.5% (2011)</td>
<td>3.6% (2011)</td>
</tr>
<tr>
<td>Actual</td>
<td>10.7% (2013)</td>
<td>3.1% (2013)</td>
</tr>
<tr>
<td>Actual in FCS</td>
<td>49.6% (2013)</td>
<td>nu</td>
</tr>
<tr>
<td>Target</td>
<td>3% (2030)-9% (2020)</td>
<td>nu</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>Countries without wealth depletion</th>
<th>Countries with low or moderate risk from unsustainable debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>50.4% (2010)</td>
<td>63% (2012)</td>
</tr>
<tr>
<td>Actual</td>
<td>49.5% (2014)</td>
<td>62% (2015)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>Population exposed to harmful air pollution (PM2.5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>69% (2013)</td>
</tr>
<tr>
<td>Actual</td>
<td>74% (2015)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>CO₂ emissions*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>0.37 (2010)</td>
</tr>
<tr>
<td>Actual</td>
<td>0.36 (2013)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>Average annual deforestation change*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>0.10% (2010)</td>
</tr>
<tr>
<td>Actual</td>
<td>0.09% (2015)</td>
</tr>
</tbody>
</table>

### World Bank Group Corporate Scorecard

#### Goals

<table>
<thead>
<tr>
<th>Goal</th>
<th>GDP per capita</th>
<th>Gross capital formation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>4.156% (2012)</td>
<td>313% (2013)</td>
</tr>
<tr>
<td>Actual</td>
<td>4.512% (2015)</td>
<td>30.8% (2016)</td>
</tr>
<tr>
<td>Actual in FCS</td>
<td>1.418% (2015)</td>
<td>23.1% (2016)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>Agriculture value added per worker</th>
<th>Adults with financial accounts (age 15- all/bottom 40%)</th>
<th>Women with financial accounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>1.899.5% (2015)</td>
<td>64/8 (2016)</td>
<td>Actual nu</td>
</tr>
<tr>
<td>Actual in FCS</td>
<td>1.003.5% (2015)</td>
<td>nu</td>
<td>Actual in FCS nu</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>Countries with growth concentrated in the bottom 40%</th>
<th>Access to electricity (bottom 40%/gap to average)</th>
<th>Employed persons remaining extremely poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>68.1% (2011)</td>
<td>64.9% (2013)</td>
<td>Baseline 15% (2013)</td>
</tr>
<tr>
<td>Actual</td>
<td>57% (2013)</td>
<td>63.9% (2016)</td>
<td>Actual 15.6% (2016)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>Countries with equal economic opportunities for women in law</th>
<th>Primary school completion (bottom 40%/gap to average)</th>
<th>Under 5 mortality rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>13% (2013)</td>
<td>73.9% (2013)</td>
<td>Baseline 52% (2012)</td>
</tr>
<tr>
<td>Actual</td>
<td>22% (2016)</td>
<td>64.8% (2016)</td>
<td>Actual 46.9% (2015)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal</th>
<th>Malnutrition, height for age</th>
<th>Access to safe water within a household (bottom 40%/gap to average)</th>
<th>Access to improved sanitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>26% (2012)</td>
<td>45.7% (2013)</td>
<td>Baseline 60.1% (2012)</td>
</tr>
<tr>
<td>Actual in FCS</td>
<td>36.9% (2015)</td>
<td>nu</td>
<td>Actual in FCS 43.9% (2015)</td>
</tr>
</tbody>
</table>

*Baseline value updated | *Global reported for all countries | nu: No current update available

Note: Placeholders in FCS are not highlighted here please refer to Annex 1 for more details.
### World Bank Group Performance

#### Satisfactory outcomes of WBG operations - IFC

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfactory completion of country strategies</td>
<td>64% (FY10-12)</td>
<td>54% (FY13-15)</td>
<td>65% (FY14-16)</td>
</tr>
<tr>
<td>Satisfactory outcomes of WBG operations - MIGA</td>
<td>76% (FY10-12)</td>
<td>63% (FY13-15)</td>
<td>70% (FY14-16)</td>
</tr>
</tbody>
</table>

#### Bank Advisory Services and Analytics (ASA) objectives accomplished

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>61%</td>
<td>82%</td>
<td>74%</td>
<td></td>
</tr>
</tbody>
</table>

#### Stakeholder feedback on WBG effectiveness and impact on results

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.4 scale 1-10</td>
<td>6.6</td>
<td>6.3</td>
<td></td>
</tr>
</tbody>
</table>

#### Client feedback/satisfaction on WBG effectiveness and impact on results

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.9 scale 1-10</td>
<td>85/90</td>
<td>80/85</td>
<td></td>
</tr>
</tbody>
</table>

#### Capital mobilized on commercial terms

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>111 US$ billions</td>
<td>12</td>
<td>0.2</td>
<td></td>
</tr>
</tbody>
</table>

#### Time for operational delivery

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IFC concept to first disbursement</td>
<td>28</td>
<td>12</td>
<td>5</td>
</tr>
<tr>
<td>Staff time spent across Regions</td>
<td>5.41</td>
<td>12</td>
<td>14.4</td>
</tr>
</tbody>
</table>

#### Total revenue

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.5 US$ billions</td>
<td>9.8</td>
<td>14</td>
<td></td>
</tr>
</tbody>
</table>

#### Average annual growth of WBG business revenue

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5% (FY15-24)</td>
<td>5%</td>
<td>4%</td>
<td></td>
</tr>
</tbody>
</table>

#### Staff time spent across GPs/CDSAs

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>83.3%</td>
<td>91%</td>
<td>66%</td>
<td></td>
</tr>
</tbody>
</table>

#### Staff perception of WBG collaboration

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>23%</td>
<td>34%</td>
<td>57%</td>
<td></td>
</tr>
</tbody>
</table>

#### Financial health and sustainability

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>54% (FY15)</td>
<td>2%</td>
<td>57%</td>
<td></td>
</tr>
</tbody>
</table>

#### Employee engagement

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>71%</td>
<td>73%</td>
<td>76%</td>
<td></td>
</tr>
</tbody>
</table>

#### Managerial effectiveness

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>67%</td>
<td>71%</td>
<td>71%</td>
<td></td>
</tr>
</tbody>
</table>

#### Staff diversity

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.85 index</td>
<td>0.87 index</td>
<td>1.0 index</td>
<td></td>
</tr>
</tbody>
</table>

#### Inclusion index

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Target (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>54% (FY15)</td>
<td>2%</td>
<td>57%</td>
<td></td>
</tr>
</tbody>
</table>

---

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

Note: Rating and traffic lights assigned to each indicator are based on assessment of trend and progress toward target value for FY2017
(● on-track | ○ watch | ● off-track)

Placeholders in CSC are not highlighted here please refer to Annex (1) for more details.
**WB Tier 3**

**World Bank Performance**

| Satisfactory outcomes for IBRD/IDA operations as a share of operations |
|-----------------------------|-----------------------------|-----------------------------|
| **Baseline (FY13)**          | 71.2% (FY10-12)             | 70.6% (FY12-14)             |
| **Actual (FY16)**            | 70% (FY12-14)               | 70.4% (FY12-14)             |
| **Target (FY17)**            | 75%                         |                            |

| Advisory Services and Analytics (ASA) objectives accomplished |
|-----------------------------|-----------------------------|-----------------------------|
| **Baseline (FY13)**          | 61%                         |                            |
| **Actual (FY16)**            | 92%                         |                            |
| **Actual in FCS (FY16)**     | 89%                         |                            |
| **Target (FY17)**            | 80%                         |                            |

| Client feedback on WB effectiveness and impact on results |
|-----------------------------|-----------------------------|-----------------------------|
| **Baseline (FY13)**          | 6.9%                        |                            |
| **Actual (FY16)**            | 6.9%                        |                            |
| **Actual in FCS (FY16)**     | 6.5%                        |                            |
| **Target (FY17)**            | 7.0%                        |                            |

| Stock of Country Strategies undertaken in Systematic Country Diagnostic (SCD) |
|-----------------------------|-----------------------------|-----------------------------|
| **Baseline (FY13)**          | 31.3%                       |                            |
| **Actual (FY16)**            | 78%                         |                            |
| **Actual in FCS (FY16)**     | 100%                        |                            |
| **Target (FY17)**            | 100%                        |                            |

| Resolved registered grievances |
|-----------------------------|-----------------------------|-----------------------------|
| **Baseline (FY13)**          | 75%                         |                            |
| **Actual (FY16)**            | nu                          |                            |
| **Actual in FCS (FY16)**     | nu                          |                            |

| IBRD/IDA commitments |
|-----------------------|--------------------------|--------------------------|
| **Baseline (FY13)**   | 31.5 US billions         | Baseline (FY13) 11 US billions |
| **Actual (FY16)**     | 45.9 US billions         | Actual (FY16) nu         |
| **Actual in FCS (FY16)** | 3.4 US billions     | Actual in FCS (FY16) nu |

| Private capital mobilized |
|--------------------------|--------------------------|--------------------------|
| **Baseline (FY13)**      | 80 US billions           |                          |

| IBRD/IDA disbursements |
|------------------------|-------------------------|-------------------------|
| **Baseline (FY13)**    | 271 US billions         |                         |
| **Actual (FY16)**      | 35.7 US billions        |                         |
| **Actual in FCS (FY16)** | 3.1 US billions     |                          |

| Satisfactory Bank performance at entry (%, IEG rating) |
|-----------------------------|-----------------------------|-----------------------------|
| **Baseline (FY13)**          | 70.9%                       |                            |
| **Actual (FY16)**            | 73.5%                       |                            |
| **Actual in FCS (FY16)**     | 69.5%                       |                            |
| **Target (FY17)**            | 80%                         |                            |

| Time from the concept note to the first disbursement (%, IEG rating) |
|-----------------------------|-----------------------------|-----------------------------|
| **Baseline (FY13)**          | 28%                         |                            |
| **Actual (FY16)**            | 43%                         |                            |
| **Actual in FCS (FY16)**     | 17%                         |                            |

| Operational Delivery for Clients |
|-----------------------------|-----------------------------|-----------------------------|
| **Disbursement ratio (%, IEG rating) ** | **Quality of Advisory Services and Analytics (ASA) ** | **Advisory Services and Analytics (ASA) delivered in a timely manner** |
| **Baseline (FY13)**          | 20.5%                       | Baseline (FY13) 68%        |
| **Actual (FY16)**            | 19.3%                       | Actual (FY16) 88%         |
| **Actual in FCS (FY16)**     | 18.8%                       | Actual in FCS (FY16) nu    |
| **Target (FY17)**            | 20%                         | Target (FY17) 80%         |

| External funding attracted for Advisory Services and Analytics (ASA) |
|-----------------------------|-----------------------------|-----------------------------|
| **Baseline (FY13)**          | 156 US millions             | Baseline (FY13) 50%        |
| **Actual (FY16)**            | 86.9 US millions            | Actual (FY16) 74%         |
| **Actual in FCS (FY16)**     | nu                          | Actual in FCS (FY16) nu    |
| **Target (FY17)**            | 16.4%                       | Target (FY17) 100%        |

| Staff time spent across Regions |
|-----------------------------|-----------------------------|-----------------------------|
| **Baseline (FY13)**          | 10.7%                       | Baseline (FY13) 50%        |
| **Actual (FY16)**            | 17%                         | Actual (FY16) 74%         |
| **Actual in FCS (FY16)**     | nu                          | Actual in FCS (FY16) nu    |
| **Target (FY17)**            | 20%                         | Target (FY17) 80%         |

| Staff diversity |
|-----------------|-----------------------------|-----------------------------|
| **Baseline (FY13)**          | 0.86                        | Baseline (FY13) 53%        |
| **Actual (FY16)**            | 0.89                        | Actual (FY16) 56%         |
| **Actual in FCS (FY16)**     | 1.0                        | Actual in FCS (FY16) nu    |
| **Target (FY17)**            | 1.0                        | Target (FY17) 67%         |

1. IDA projects only  
2. IDA and other projects  
**Different data source used for baseline and FY16 value**  
**/n/ Not applicable**  
**/nu Not current update available**

Note: Rating and traffic lights assigned to each indicator are based on assessment of trend and progress toward target value for FY2017  
† on-track  
‡ watch  
§ off-track

Placeholders in CSC are not highlighted here please refer to Annex 1 for more details
### Goals

**GDP per capita (constant 2010 US$)**
- Baseline: 4,156 (2012)

**Inclusiveness**

**Opportunities**: Countries with growth concentrated in the bottom 40% (46.5%)
- Access to electricity (%bottom 40%/gap to average)
- Employed persons remaining extremely poor (%)

**Countries with low or moderate risk from unsustainable debt (number)**
- Baseline: 63 (2012)

- **Women with financial accounts**: 37 (2011) nu nu

- **CO2 emissions**: 0.10 (2010) 0.09 (2015)

**Median of growth rates of average real per capita income of the bottom 40% (%)**

- Baseline: 68.1 (2011)
- Actual: 57.1 (2013)
- Actual in FCS: nu

### Development Context

#### Client Results Supported by World Bank Group Operations

<table>
<thead>
<tr>
<th>Result</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Actual in FCS (FY16)</th>
<th>Female beneficiaries (FY16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private investments catalyzed (US$ billions)</td>
<td>n/a</td>
<td>nu</td>
<td>nu</td>
<td>-</td>
</tr>
<tr>
<td>Farmers reached with agricultural assets and services (millions)</td>
<td>3.9</td>
<td>18.9</td>
<td>0.5</td>
<td>2.01</td>
</tr>
<tr>
<td>People, microenterprises and SMEs reached with financial services (millions)</td>
<td>33.0</td>
<td>59.1</td>
<td>0.3</td>
<td>19.1</td>
</tr>
<tr>
<td>Transport indicator (tbd)</td>
<td>25,491/13,405</td>
<td>47,343/25,173</td>
<td>3,182/1,746</td>
<td>-</td>
</tr>
<tr>
<td>People reached with ICT (tbd)</td>
<td>70.6</td>
<td>54</td>
<td>14.9</td>
<td>-</td>
</tr>
<tr>
<td>Inclusiveness</td>
<td>3.15</td>
<td>1.9</td>
<td>0.3</td>
<td>-</td>
</tr>
<tr>
<td>Jobs (tbd)</td>
<td>32.7</td>
<td>75.2</td>
<td>14.9</td>
<td>-</td>
</tr>
<tr>
<td>Students reached (millions)</td>
<td>15.9</td>
<td>20.1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>People who have received essential health, nutrition and population (HNP) services (millions)</td>
<td>257.4</td>
<td>319.2</td>
<td>17.6</td>
<td>45.1</td>
</tr>
<tr>
<td>People provided with access to an improved water source (millions)</td>
<td>38.4</td>
<td>59.4</td>
<td>11.0</td>
<td>nu</td>
</tr>
<tr>
<td>People provided with access to improved sanitation facilities (millions)</td>
<td>12.9</td>
<td>43.5</td>
<td>3.6</td>
<td>nu</td>
</tr>
<tr>
<td>Countries with strengthened public management systems (number)</td>
<td>107</td>
<td>92</td>
<td>10</td>
<td>-</td>
</tr>
<tr>
<td>Countries institutionalizing disaster risk reduction as a national priority (number)</td>
<td>29</td>
<td>35</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>GHG emissions (tbd)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

### World Bank Group Performance

#### Development Impact

<table>
<thead>
<tr>
<th>Development Outcomes Ratings</th>
<th>Target (FY17)</th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
<th>Actual in FCS (FY16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfactory completion of country strategies (%); scale: 1-10</td>
<td>70</td>
<td>55 (FY10-12) 66 (FY13-16) 56</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfactory outcomes of WBG operations; scale: 1-10</td>
<td>75</td>
<td>71.2 (FY10-12) 70.6 (FY12-14) 70.4 (FY12-14)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- World Bank; scale: 1-10</td>
<td>65 (CY14-16) 64% (FY10-12) 54 (FY12-14) -</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- IFC; scale: 1-10</td>
<td>76 (FY09-13) 63</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- MIGA; scale: 1-10</td>
<td>65</td>
<td>76 (FY09-13) 68 (FY12-14) 71</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank Advisory Services and Analytics (ASA) objectives accomplished (%); scale: 1-10</td>
<td>65</td>
<td>76 (FY09-13) 68 (FY12-14) 71</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Performance

- **Working as one WBG**: Share of Country Partnership Frameworks (CPFs) that have at least one joint objective in the results matrix (%)
- **Operational delivery for clients**: Satisfactory WBG performance for country strategies (%); scale: 1-10

#### Strategic Context

<table>
<thead>
<tr>
<th>Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD) %</th>
<th>100</th>
<th>31.3 (FY15) 78</th>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mainstreaming of priorities</td>
<td>-</td>
<td>8.4</td>
<td>10.4</td>
</tr>
<tr>
<td>Climate related WBG commitments (US$ billions)</td>
<td>-</td>
<td>8.4</td>
<td>10.4</td>
</tr>
<tr>
<td>Gender integrated country strategies</td>
<td>100</td>
<td>86</td>
<td>100</td>
</tr>
</tbody>
</table>

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

### Development Impact

#### Development outcomes ratings

<table>
<thead>
<tr>
<th>Satisfactory outcomes for IBRD/IDA operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>- as a share of operations (%) (IEG rating)</td>
</tr>
<tr>
<td>75 71.2 70.6 70.4</td>
</tr>
<tr>
<td>FY10-12 FY12-14 FY13-15 FY14-15</td>
</tr>
<tr>
<td>- as a share of commitments (%) (IEG rating)</td>
</tr>
<tr>
<td>80 81.8 81.4 77.8</td>
</tr>
<tr>
<td>FY10-12 FY12-14 FY13-15 FY14-15</td>
</tr>
<tr>
<td>Advisory Services and Analytics (ASA) objectives accomplished (%) (client rating)</td>
</tr>
<tr>
<td>FY17 61** 92 nu</td>
</tr>
<tr>
<td>Baseline (FY13)</td>
</tr>
<tr>
<td>n/a</td>
</tr>
<tr>
<td>15.3</td>
</tr>
<tr>
<td>1.8</td>
</tr>
<tr>
<td>1.2</td>
</tr>
<tr>
<td>95</td>
</tr>
<tr>
<td>1.430/904</td>
</tr>
</tbody>
</table>

#### Client feedback

- on WB effectiveness and impact on results:
  - Target (FY17) 7.0
  - Baseline (FY13) 6.9
  - Actual (FY16) 7.2
  - Actual in FCS (FY16) 6.8
- on WB responsiveness and staff accessibility:
  - Target (FY17) 7.0
  - Baseline (FY13) 6.6
  - Actual (FY16) 6.9
  - Actual in FCS (FY16) 6.5

#### Strategic Context

- Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD) (%):
  - Target (FY17) 100
  - Baseline (FY13) 31.3
  - Actual (FY16) 78
  - Actual in FCS (FY16) 100
- Incorporating citizen and beneficiary feedback:
  - Target (FY17) 100
  - Baseline (FY13) 26
  - Actual (FY16) 94
  - Actual in FCS (FY16) 96
- Resolved registered grievances (%):
  - Target (FY17) -
  - Baseline (FY13) 75
  - Actual (FY16) nu
  - Actual in FCS (FY16) nu

#### Performance

- Mainstreaming of priorities:
  - Target (FY17) 66
  - Baseline (FY13) 54
  - Actual (FY16) 60
  - Actual in FCS (FY16) 50
- Projects reporting on gender results during implementation (%):
  - Target (FY17) 75
  - Baseline (FY13) 55
  - Actual (FY16) 78
  - Actual in FCS (FY16) 82
- Commitments with climate co-benefits (US$ billions):
  - Target (FY17) -
  - Baseline (FY13) 5.9
  - Actual (FY16) 8.1
  - Actual in FCS (FY16) 0.1
- Projects with climate change co-benefits implementing agreed climate actions (%):
  - Target (FY17) -
  - Baseline (FY13) 31.5
  - Actual (FY16) 45.9
  - Actual in FCS (FY16) 3.4

#### Operational Delivery for Clients

- IBRD/IDA commitments (US$ billions):
  - Target (FY17) -
  - Baseline (FY13) -
  - Actual (FY16) 31.5
  - Actual in FCS (FY16) 45.9
- Private capital mobilized (US$ billions):
  - Target (FY17) -
  - Baseline (FY13) -
  - Actual (FY16) 1
  - Actual in FCS (FY16) nu
- IBRD/IDA disbursements (US$ billions):
  - Target (FY17) -
  - Baseline (FY13) -
  - Actual (FY16) 27.1
  - Actual in FCS (FY16) 35.7

### Quality and timeliness of lending operations

- Satisfactory Bank performance (% (IEG rating)):
  - at entry (% of commitments):
    - Target (FY17) 80
    - Baseline (FY13) 70.9
    - Actual (FY16) 73.5
    - Actual in FCS (FY16) 69.5
  - during supervision (% of commitments):
    - Target (FY17) 80
    - Baseline (FY13) 84.5
    - Actual (FY16) 87.2
    - Actual in FCS (FY16) 92.1
- Time from the concept note to the first disbursement (months):
  - Cutoff by 1/3: 28
  - Cutoff by 2/3: 27.7
  - Cutoff by 1: 22.4
- Disbursement ratio (%):
  - Target (FY17) 20
  - Baseline (FY13) 20.5
  - Actual (FY16) 19.3
  - Actual in FCS (FY16) 18.8

### Quality and efficiency of Advisory Services and Analytics (ASA) products

- Quality of Advisory Services and Analytics (ASA) (%):
  - Target (FY17) -
  - Baseline (FY13) 80
  - Actual (FY16) 68
  - Actual in FCS (FY16) nu
- External funding attracted for Advisory Services and Analytics (ASA) (US$ millions):
  - Target (FY17) -
  - Baseline (FY13) -
  - Actual (FY16) 156
  - Actual in FCS (FY16) 86.9
- Knowledge and science of delivery for results:
  - Target (FY17) -
  - Baseline (FY13) -
  - Actual (FY16) 10.7
  - Actual in FCS (FY16) 14.4
- Operations design drawing lessons from evaluative approaches (%):
  - Target (FY17) 100
  - Baseline (FY13) 50
  - Actual (FY16) 74
  - Actual in FCS (FY16) -
- Projects with baseline data for all PDO indicators in the first ISR (%):
  - Target (FY17) 100
  - Baseline (FY13) 69
  - Actual (FY16) 82
  - Actual in FCS (FY16) 83

### Financial Sustainability and Efficiency

- Total revenue (US$ billions):
  - Target (FY17) -
  - Baseline (FY13) -
  - Actual (FY16) 5.4
  - Actual in FCS (FY16) 6.3
- Average annual growth of IBRD business revenue (%):
  - Target (FY17) -
  - Baseline (FY13) -
  - Actual (FY16) 5.4
  - Actual in FCS (FY16) 13
- IBRD maximum loan exposure (US$ billions):
  - Target (FY17) -
  - Baseline (FY13) -
  - Actual (FY16) 173
  - Actual in FCS (FY16) 197
- IBRD budget anchor (%):
  - Target (FY17) ≤100
  - Baseline (FY13) 155
  - Actual (FY16) 155
  - Actual in FCS (FY16) 135
- IDA budget anchor (%):
  - Target (FY17) ≤100
  - Baseline (FY13) 98
  - Actual (FY16) 98
  - Actual in FCS (FY16) 94
- Support cost ratio (%):
  - Target (FY17) -
  - Baseline (FY13) -
  - Actual (FY16) 0.5
  - Actual in FCS (FY16) 0.3
  - Actual in FCS (FY16) 0.4

### Managing Talent

- Employee engagement (%)
  - Target (FY17) 77
  - Baseline (FY13) 71
  - Actual (FY16) 73
  - Actual in FCS (FY16) -
- Managerial effectiveness (%)
  - Target (FY17) 71
  - Baseline (FY13) 67
  - Actual (FY16) 71
  - Actual in FCS (FY16) -
- Staff diversity (index):
  - Target (FY17) 1.0
  - Baseline (FY13) 0.86
  - Actual (FY16) 0.89
  - Actual in FCS (FY16) -
- Inclusion index (%):
  - Target (FY17) 67
  - Baseline (FY13) 51
  - Actual (FY16) 56
  - Actual in FCS (FY16) -

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

TIER 1: GOALS AND DEVELOPMENT CONTEXT

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

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


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

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

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


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


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

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

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

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

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

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

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

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

Frequency: Annual.

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

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

Frequency: NA.

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

Frequency: Annual.

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

Frequency: NA.

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

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

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

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

Frequency: Annual.

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

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

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

Frequency: Annual.

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

Frequency: Annual.

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

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

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

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

Frequency: Annual.

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

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

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

Source: World Bank, World Development Indicators.
Frequency: Annual.
Tier 2: CLIENT RESULTS SUPPORTED BY WORLD BANK GROUP/WORLD BANK OPERATIONS

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

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

WORLD BANK GROUP

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

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

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

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

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

Source: Project Approval Documents; IFC Core Mobilization (adjusted), Value of Financing Facilitated, Investment Climate indicators; MIGA Mobilization; multipliers developed in conjunction with WBG economists.
Frequency: Annual.
Farmers reached with agricultural assets and services (millions): Farmers who were provided with agricultural assets and services under World Bank Group-supported operations. Data: FY14-FY16.

- For the World Bank, contribution includes the following core sector indicators: targeted agriculture clients satisfied with agricultural services; clients who have adopted an improved agricultural technology promoted by the project; people in targeted forest and adjacent communities with increased monetary or non-monetary benefits from forests; people employed in production and processing of forest products; water users provided with new/improved irrigation and drainage services; and land users adopting sustainable land management practices as result of the project; as well as any custom indicators that specify farmers.

- For IFC and MIGA, contribution includes the number of farmers that are linked to the operations of IFC or MIGA’s client company: gaining access to market as suppliers of agricultural products; benefiting from access to agricultural inputs as clients; or gaining access to financial services, measured by the number of outstanding agribusiness loans in the portfolio of a financial intermediary at the end of its fiscal year. Agribusiness loans are only loans that specifically finance agriculture activities.

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

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

- For the World Bank, financial services refer primarily to loans outstanding to individuals, microenterprises, and SMEs. Efforts will be made in the future to also cover additional financial services supported by the World Bank, such as access to deposit accounts.

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

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

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

- World Bank reports on capacity of conventional and renewable energy. Capacity (MW) is translated to GWh based on standard conversion factors for different technology types.

- IFC and MIGA report GWh of power generated by the client company per year.

Source: World Bank Group SAP.
Frequency: Annual (covers a 3-year period).
**People provided with new or improved electricity service** (millions): Number of people that have received a new connection or improved service from increased power generation or new or upgraded distribution/transmission lines as a result of World Bank Group-supported operations. *Data: FY14-FY16.*

- World Bank contribution includes the number of people who have received a new grid or off-grid electricity connection and the number of people that have benefitted from increased generation capacity, a proportion of whose output is reasonably estimated to be powering residential customers. In the future, efforts will be made to also estimate the population benefitting from the World Bank’s transmission and distribution investments.

- IFC and MIGA contributions include the estimated number of full-service-equivalent residential customers that have access to power generated by the project and the number of residential customers benefiting from power distribution.

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

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

- World Bank contribution includes the total number of students in all countries that benefited from World Bank-supported projects or activities supporting classroom assessment, examinations, national, or international assessments. The number of students benefiting from the assessment is calculated as the total number of students in the targeted cycle in each of the countries supported. The cycle refers to International Standard Classification of Education (2011) categorization: primary, lower secondary, upper secondary education. The students are counted only if the governments score 5 or higher (the highest score is 6) in the Assessment Rubric based on the Systems Approach for Better Education Results Framework, which measures the extent to which the country is using the results of the assessments to enhance the quality of education. Results achieved by projects approved between FY09 and FY13, as an approximation of the last 3-year results. Precise results achieved in the last three fiscal years cannot be determined, given that students’ benefits accrue over time.

- IFC and MIGA count the number of full-time-equivalent (FTE) students enrolled annually in institutions receiving support from IFC or MIGA. Student FTE represents the institution’s best academic judgment of the full-time equivalence of the students. The full-time equivalence of students on part-time courses should be established by comparison with a comparable full-time course. Part-time students should be returned as a proportion of an equivalent full-time course. The Student FTE of part-time study can be estimated on either a “credit” or a “time” basis. The number of student loans provided by financial institutions receiving support from IFC and MIGA also counts toward the total number of students reached by IFC/MIGA, where each loan outstanding is used as a proxy for one student.

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

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

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

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

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

> World Bank contribution includes number of additional people who benefited from improved water sources (following the UNICEF-WHO Joint Monitoring program definition) that have been provided under World Bank operations.

> IFC and MIGA contributions include number of people receiving water distribution services in a given year through IFC/MIGA clients.

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

> World Bank contribution includes number of additional people who benefited from improved sanitation facilities (following the UNICEF-WHO Joint Monitoring program definition) provided under World Bank operations.

> IFC and MIGA contributions include number of people receiving wastewater services in a given year through IFC/MIGA clients.

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

> World Bank contribution covers areas (a) to (d). Institutional strengthening is measured with “Indicators of the Strength of Public Management Systems.” See World Bank indicator definition below for more details.

> IFC contribution covers countries in area (e) with improved investment climate for private sector. Number of countries that have improved relevant performance measures such as “promoting and retaining investments,” “strengthening competition,” and reducing the “time and cost of key services to business,” with some measures being captured at a sector-specific level.
Countries institutionalizing disaster risk reduction as a national priority (number): Number of countries with World Bank Group-supported programs that contribute to ensuring that disaster risk management is a national priority with a strong institutional basis for implementation, as per the Hyogo Framework for Action priority 1. This includes, among other things, support toward national policy and legal frameworks; dedicated and adequate resources; community participation; and national multisectoral platforms for disaster risk reduction.

Source: World Bank SAP.
Frequency: Annual (covers a 3-year period).
The Results section of the World Bank Corporate Scorecard reports results achieved by World Bank clients supported by World Bank operations (IDA, IBRD, and recipient-executed trust funds). Results reported are incremental results achieved during a three-year reporting period (currently FY14-FY16), based on project results reporting.

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

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

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

**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.

**Farmer 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.

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

**Roads constructed and rehabilitated** (kilometers, thousands): Kilometers of all roads constructed, reopened to motorized traffic, rehabilitated, or upgraded under Bank-supported operations.
**Generation capacity of conventional/renewable energy** (megawatts): Megawatts of generation capacity of conventional and renewable energy constructed or rehabilitated under Bank-supported programs. Renewable energy includes hydropower and power from wind, solar, geothermal, and other renewable sources. This is the summation of two of the Bank’s Core Sector Indicators: “Generation capacity of hydropower constructed under the project” and “Generation capacity of renewable energy (other than hydropower) constructed under the project”.

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

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

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

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

Source: World Bank SAP.
Frequency: Annual (approximation of the last 3-year results).

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

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

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

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

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

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

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

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

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

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

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

> **Civil service and public administration:** Countries would have improved relevant ISPMS performance measures, such as increasing the “share of merit-based appointments,” reducing the “time for key services and administrative processes,” or increasing the “percentage of the population reporting satisfaction with central government services”

> **Tax policy and administration:** Countries would have improved relevant ISPMS performance measures, such as “increasing tax collection as a percent of GDP,” increasing “the number of registered taxpayers,” reducing “custom clearance times,” or improving “client perception of tax administration.”

> **Public financial management:** Countries would have improved relevant ISPMS performance measures, such as reducing the “average difference between legislated budget allocation and expenditure outturns,” increasing the “budget execution rate,” reducing “domestic payment arrears,” establishing a “functioning Treasury Single Account (TSA) system,” or improving the “timeliness of the release of semiannual budget reports on available media.”

> **Procurement:** Countries would have improved relevant ISPMS performance measures, such as reducing “average procurement processing times,” publishing “financial and procurement documents on various media sources,” or improving “transparency and reduced transaction costs (i.e., time) for public procurement.”

Source: World Bank SAP.
Frequency: Annual (covers a 3-year period).
Emission reductions with support of special climate instruments (annual, million tons CO₂ equivalent): Annual tons CO₂ equivalent emission reductions produced with support of World Bank’s special climate instruments. The data are calculated as the sum of estimated annual emission reductions made with the support of special climate finance instruments—Global Environmental Facility (GEF), Carbon Finance (CF), Montreal Protocol (MP), and Climate Investment Funds (CIFs). The numbers are calculated as follows: for GEF, MP, and CIF projects the annual equivalent figure for projects closed during the fiscal year is the expected greenhouse gas (GHG) emission reduction over the lifetime of the investments supported by these projects, divided by the lifetime of the respective investments. For MP projects, the GHG emission reduction is achieved through the elimination of ozone-depleting substances. For CF projects, the annual equivalent figure for Emission Reduction Purchase Agreement (ERPA) approved during the fiscal year is the expected GHG emission reductions over the time-period of the ERPA contract, divided by the time-period of the ERPA contract. This indicator is a placeholder for a broader GHG accounting indicator, which is being developed under the WBG Corporate Scorecard (climate change mitigation and adaptation indicator). Once the WBG indicator is in place, it will also be included in the World Bank Corporate Scorecard.

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

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

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

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

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

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

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

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

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

WORLD BANK GROUP

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

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

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

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

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

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

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

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

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

Frequency: Annual.

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

Source: IFC data management system.
Frequency: Annual.

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

Frequency: Annual.

**Stakeholder feedback on World Bank Group knowledge** (scale: 1-10): Mean score for the answer provided by World Bank Group stakeholders to the question from the annual WBG Country Opinion Survey Program: “Overall, how significant a contribution do you believe the World Bank Group’s knowledge work and activities make to development results in your country?” (Based on a 10-point scale with 1 being “not significant at all” and 10 being “very significant”). World Bank Group stakeholders are all respondents to the Country Opinion Survey from a range of stakeholder groups including government institutions and
agencies, development partners, private sector, civil society, NGOs, academia, media. The indicator reflects
the current fiscal year ratings (FY16)—that is, for one-third of all WBG client countries surveyed during each
three-year cycle (45 client countries were surveyed in FY 2016).

Frequency: Annual.

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

Frequency: Annual.

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

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

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

Frequency: Annual.

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

> An activity provides adaptation co-benefits if it reduces the vulnerability of human or natural
systems to the impacts of climate change and climate variability-related risks by maintaining or
increasing adaptive capacity and resilience.

> An activity provides mitigation co-benefits if it either reduces GHG emissions into the
atmosphere or enhances their removal from the atmosphere. Reductions are measured against
a “no-project” baseline, and, similar to adaptation, the assessment is based on information in
the project’s appraisal and/or supporting documents.

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

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.

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.

Frequency: Annual.

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

Frequency: Annual.

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

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

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

> World Bank commitments are defined as a dollar value of the sum approved by the Board to be extended to clients on loan, credit, or grant terms from IBRD, IDA, full sized Global Environmental Facility (GEF), large recipient-executed trust funds (RETFs), Special Financing, and Montreal Protocol.

> IFC commitments are defined as the value of IFC’s legal obligation to provide financial product(s) to client(s). Data reflect long-term finance only.

> MIGA commitments are defined as the dollar value of the gross amount of guarantees issued to MIGA’s clients.

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

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

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

Source: World Bank SAP.
Frequency: Annual.

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

Source: IFC data management system.
Frequency: Annual.

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

Source: MIGA Dashboard.
Frequency: Annual.

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

Source: Time Recording System.
Frequency: Annual.

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

> IBRD total revenue includes income from loans net of funding costs, income from investments net of funding costs, and net income from IBRD's equity management, Bank-executed trust fund (BETF) income (contra of which is BETF expense), reimbursable expenses, and other revenues.

> IDA total revenue includes income from credits, income from investments, net transfers and grants from IBRD and IFC, BETF income (contra of which is BETF expense), and reimbursable expenses.

> IFC total revenue is the sum of income from loans, realized gains and losses on associated derivatives, income from equity investments and associated derivatives (excluding unrealized
gains and losses and other-than-temporary impairments), income from debt securities and realized gains and losses on associated derivatives (excluding other-than-temporary impairments), income from liquid asset trading activities, and other income, less charges on borrowings.

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

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

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

> Business revenue for the World Bank includes income from IBRD loans net of funding costs, income from IBRD investments net of funding costs, and BETF income (contra of which is BETF expense) and reimbursable expenses for IBRD and IDA.

> Business revenue for IFC is the sum of income from loans, realized gains and losses on associated derivatives, income from equity investments and associated derivatives (excluding unrealized gains and losses and other-than-temporary impairments), income from debt securities and realized gains and losses on associated derivatives (excluding other-than-temporary impairments), income from liquid asset trading activities, and other income, less charges on borrowings.

> Business revenue for MIGA is revenue generated from the guarantee portfolio, net of premium ceded to reinsurers and brokerage expenses, and including fees and commissions.

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

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

Frequency: Annual.

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

Frequency: Annual.

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

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

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

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

Frequency: Annual.
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.

Frequency: Annual.

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


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


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.

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

> Adaptation co-benefits are defined as the results of an activity that specifically intends to reduce risks from increasing climate variability or the vulnerability of human or natural systems to the impacts of climate change by maintaining or increasing adaptive capacity and resilience.

> An activity provides mitigation co-benefits if it either reduces GHG emissions into the atmosphere or enhances their removal from the atmosphere. Reductions are measured against a “no-project” baseline, and, similar to adaptation, the assessment is based on information in the project’s appraisal and/or supporting documents.

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

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

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

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

“Private entity” is defined as a legal entity that is (a) 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.  
*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.  
*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 RETFs, Special Financing, and Montreal Protocol.


<table>
<thead>
<tr>
<th>Projects with baseline data for all PDO indicators in the first ISR (%)</th>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total revenue (US$ billions)</td>
<td>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.</td>
</tr>
<tr>
<td>Average annual growth of IBRD business revenue (%)</td>
<td>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.</td>
</tr>
<tr>
<td>IBRD maximum loan exposure (US$ billions)</td>
<td>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.</td>
</tr>
<tr>
<td>IBRD budget anchor (%)</td>
<td>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).</td>
</tr>
<tr>
<td>IDA budget anchor (%)</td>
<td>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.</td>
</tr>
<tr>
<td>Support cost ratio (%)</td>
<td>Support cost ratio is general administrative costs in operational units as a share of the sum of the spending on client services and lending portfolio for World Bank client countries. Client services costs include all business activities that are either specific to client countries (e.g., preparation and supervision of projects and knowledge products and services) or global and sector-wide (e.g., knowledge management, sector strategy, research, and external partnership.) General administrative costs include spending on all other business activities. Lending portfolio is the sum of the following for the World Bank client countries: undisbursed IBRD/IDA commitment balance at the end of the period; IBRD/IDA disbursements during the period; undisbursed RETF commitment balance at the end of the period; and RETF disbursements during the period.</td>
</tr>
</tbody>
</table>

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


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

Frequency: Annual.

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

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

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

Frequency: Annual.
Endnotes


2. The International Income Distribution Database (I2D2) is a worldwide database drawn from nationally representative household surveys and consisting of a standardized set of demographic, education, labor market, and household socioeconomic and income/consumption variables. The I2D2 draws on different types of surveys, usually conducted by national statistical agencies, including household budget surveys, household income and consumption surveys, labor force surveys, and multi-topic surveys (such as living standards measurement study surveys). Estimates are based on updated I2D2 data and cannot be compared with previously published numbers.


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