

# Corporate Scorecards 2019

## DEFINITIONS OF INDICATORS

### TIER 1: Goals and Development Context

Tier 1 reports high-level development outcomes and the broader context of countries where the World Bank Group operates. Most indicators adjust only slowly over time, as the collective efforts of countries and their development partners gradually take hold. Goals and Development Context are the same for the WBG and World Bank Corporate Scorecards. Data are for IBRD and IDA-supported countries unless otherwise indicated.



#### World Bank Group Goals

**1. Population living under the international poverty line (constant 2011 PPP \$; %):** Percentage of the world population living under the international poverty line, currently \$1.90 a day at 2011 international prices. Aggregation is based on average, weighted by the total population. Data reported worldwide for all countries with available data.  
**Data source:** Estimates calculated by World Bank staff using data from PovcalNet. | **Harmonization with other reports:** SDG indicator 1.1.1; IDA19 RMS.

**2. Median growth rate of consumption/income per capita of the bottom 40% (%):** Median of the growth rates of average real per capita expenditure or 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. Aggregation is an unweighted average. Data reported worldwide for all countries with available data.  
**Data source:** Global Database of Shared Prosperity using the latest available circa spells, calculated from PovcalNet. | **Harmonization with other reports:** SDG target 10.1.

**3. Countries with growth concentrated in the bottom 40% (%):** Percentage of countries for which growth in average (mean) real per capita expenditure or income of the bottom 40% is positive and greater than growth in average (mean) real per capita expenditure or income of the total population. Growth rates are annualized (compound 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. Data reported worldwide for all countries with available data.  
**Data source:** Global Database of Shared Prosperity using the latest available circa spells, calculated from PovcalNet. | **Harmonization with other reports:** SDG target 10.1; IDA19 RMS.

#### Sustainable and Inclusive Growth

**4. Annual growth rate of real GDP per capita (%):** Annual percentage growth rate of GDP per capita based on constant local currency. Aggregates are based on constant 2010 U.S. dollars. GDP per capita is gross domestic product divided by mid-year population. GDP at purchaser's prices 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. Aggregation is weighted average. Data reported worldwide for WBG-supported countries with available data.  
**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG target 8.1; IDA19 RMS.

**5. GDP per person employed (constant 2011 PPP \$):** GDP per person employed is gross domestic product (GDP) divided by total employment in the economy. Purchasing Power Parity (PPP) GDP is GDP converted to 2011 constant international dollars using PPP rates. An international dollar has the same purchasing power over GDP that a U.S. dollar has in the United States. Aggregation is a weighted average. Data reported worldwide for WBG-supported countries with available data.  
**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG target 8.2; IDA19 RMS.

**6. Non-agriculture sectors, value added (as % of GDP):** Net output (all outputs minus intermediate inputs) of non-agriculture sectors as percentage of GDP, calculated as subtracting agriculture value added (as percentage of GDP) from 100. The non-agriculture sectors refer to the industry and services sectors. Note: For countries that report value added in the national accounts at basic prices, gross value added at factor cost is used as the denominator. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG target 9.2; IDA19 RMS.

**7. Agriculture, value added per worker (constant 2010 PPP \$):** Value added per worker is a measure of labor productivity—value added per unit of input. Value added denotes the net output of a sector after adding up all outputs and subtracting intermediate inputs. Data are in constant 2010 U.S. dollars. Agriculture corresponds to the International Standard Industrial Classification (ISIC) tabulation categories A and B (revision 3) or tabulation category A (revision 4), and includes forestry, hunting, and fishing as well as cultivation of crops and livestock production. Aggregation is a weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG targets 2.3 and 8.2.

**8. Youth employment to population ratio ages 15–24 (%):** The youth employment-to-population ratio is the proportion of a country's population of ages 15 to 24 that is employed. Aggregation is weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG target 8.5; IDA19 RMS.

**9. Legal changes that increase gender equality over the past two years (number):** Number of legal changes supporting gender equality over a two-year period. The indicator covers legal changes taking place in the following seven indicators as measured by the Women, Business and the Law dataset: accessing institutions; using property; getting a job; providing incentives to work; going to court; building credit; and protecting women from violence. Aggregation is sum. Data reported worldwide for WBG-supported countries with available data.

**Data source:** Women, Business and the Law dataset. | **Harmonization with other reports:** SDG target 5.1; IDA19 RMS.

**10. Adults with a financial account (age 15+) (%):** Percentage of respondents who report having an account (by themselves or together with someone else) at a bank or another type of financial institution; having a debit card in their own name; receiving wages, government transfers, or payments for agricultural products into an account or through a mobile phone at a financial institution in the past 12 months; paying utility bills or school fees from an account at a financial institution in the past 12 months; receiving wages or government transfers into a card in the past 12 months; or personally using a mobile phone to pay bills or to send or receive money through a GSM Association Mobile Money for the Unbanked services in the past 12 months (% age 15+). Aggregation is weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, Global Findex database. | **Harmonization with other reports:** SDG indicator 8.10.2; IDA19 RMS.

**11. Population with access to electricity (%):** Percentage of the population that has access to electricity. Electrification data are collected from industry, national surveys, and international sources. Aggregation is weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG indicator 7.1.1; IDA19 RMS.

## Human Capital

**12. Under-5 mortality rate (deaths per 1,000 live births):** The probability of a child born in a specific year or period dying before reaching the age of 5 years, if subject to age-specific mortality rates of that period, expressed per 1000 live births. Aggregation is weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG indicator 3.1.1; IDA19 RMS.

**13. Prevalence of stunting among children under 5 (%):** Percentage of children under age 5 whose height for age is more than two standard deviations below the median for the international reference population ages 0–59 months. For children up to two years old, height is measured by recumbent length. For older children height is measured by stature while standing. The data are based on the WHO's child growth standards released in 2006. Aggregation is linear-mix effect model estimates. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG indicator 2.2.1; IDA19 RMS.

**14. Births attended by skilled health personnel (%):** Percentage of deliveries attended by personnel trained to give the necessary supervision, care, and advice to women during pregnancy, labor, and the postpartum period, to conduct deliveries on their own, and to care for newborns. Aggregation is a weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG indicator 3.1.2; IDA19 RMS.

**15. Lower secondary gross completion rate (%):** Gross intake ratio to the last grade of lower secondary education (general and pre-vocational). It is calculated as the number of new entrants in the last grade of lower secondary education, regardless of age, divided by the population at the entrance age for the last grade of lower secondary education. Aggregation is a weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG target 4.1; IDA19 RMS.

**16. Ratio of girls to boys' lower secondary completion rate (%):** Ratio of female gross completion rate to male gross completion rate in lower secondary education. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG target 4.1; IDA19 RMS.

**17. Primary school completion (ages 15–19: bottom 40%/gap to average) (%):** Percentage of the poorest 40% of persons aged 15–19 who have completed primary school education, and the gap to the country's average rate. The data are not to be interpreted as data for the poorest 40% globally. The gap is calculated as the difference between the country's total population average rate and the average rate for the poorest 40% of population. Average is weighted by the total population. Data are available for 119 (30 FCS) countries. The baseline data are from World Bank, International Income Distribution database. The current estimates are from World Bank, The Global Monitoring Database. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, The Global Monitoring Database. | **Harmonization with other reports:** SDG target 4.1.

**18. People using basic sanitation services (%):** Percentage of people using improved sanitation facilities that are not shared with other households. This indicator encompasses both people using basic sanitation services as well as those using safely managed sanitation services. Improved sanitation facilities include flush/pour flush to piped sewer systems, septic tanks or pit latrines; ventilated improved pit latrines, composting toilets, or pit latrines with slabs. Aggregation is a weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG target 6.2; IDA19 RMS.

**19. People using basic drinking water services (%):** Percentage of people using at drinking water from an improved source, provided collection time is not more than 30 minutes for a round trip. This indicator encompasses both people using basic water services as well as those using safely managed water services. Improved water sources include: piped water, boreholes or tube wells, protected dug wells, protected springs, and packaged or delivered water. Aggregation is a weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG target 6.1; IDA19 RMS.

## Resilience and Sustainability

**20. Countries without wealth depletion (%):** Percentage of countries with positive or zero Population-Adjusted Net Saving (PANS), which indicates a country's ability to sustain income and welfare for its (growing) population in the future. PANS is based on gross national savings adjusted for changes in all assets: physical (i.e., depreciation in fixed capital), human (e.g., education expenditure), and natural capital (i.e., mineral, energy, and forest depletion), and accounting for the wealth-diluting effects of population growth. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank staff estimate based on The Changing Wealth of Nations. | **Harmonization with other reports:** IDA19 RMS.

**21. CO<sub>2</sub> emissions (metric tons per capita):** CO<sub>2</sub> emissions are those stemming from the burning of fossil fuels and the manufacture of cement. They include CO<sub>2</sub> produced during consumption of solid, liquid, and gas fuels, and gas flaring, and account for the largest share of greenhouse gases. Aggregation is a weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG target 9.4; IDA19 RMS.

**22. Average annual deforestation change (%):** Permanent conversion of natural forest area to other uses, including shifting cultivation, permanent agriculture, ranching, settlements, and infrastructure development. Deforested areas do not include areas logged but intended for regeneration or areas degraded by fuelwood gathering, acid precipitation, or forest fires. Aggregation is weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG target 15.2; IDA19 RMS.

**23. Marine protected areas (%):** Percent of areas of intertidal or subtidal terrain—and overlying water and associated flora and fauna and historical and cultural features—that have been reserved by law or other effective means to protect part or all of the enclosed environment. Aggregation is weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Database on Protected Areas (WDPA). | **Harmonization with other reports:** SDG target 14.5; IDA19 RMS.

**24. Countries with low or moderate risk from unsustainable debt (number):** Number of countries rated 4.0 and above on a scale of 1-6 scale on question 3.A of the Country Policy and Institutional Assessment (CPIA). The indicator rating is based on debt policy criteria and assesses whether a country's debt management policy is conducive to ensure medium-term debt sustainability and minimize budgetary risk. The criteria cover the extent to which external and domestic debt is contracted, with a view to achieving/maintaining debt sustainability. The CPIA rates countries against a set of 16 criteria grouped in four clusters: (a) economic management; (b) structural policies; (c) policies for social inclusion and equity; and (d) public sector management and institutions. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank Group, CPIA database. | **Harmonization with other reports:** SDG target 17.4.

### Fragility and Conflict

**25. Refugees reported through country or territory of asylum (millions):** Refugees are people who are recognized as refugees under the 1951 Convention Relating to the Status of Refugees or its 1967 Protocol, the 1969 Organization of African Unity Convention Governing the Specific Aspects of Refugee Problems in Africa, people recognized as refugees in accordance with the UNHCR statute, people granted refugee-like humanitarian status, and people provided temporary protection. Asylum seekers—people who have applied for asylum or refugee status and who have not yet received a decision or who are registered as asylum seekers—are excluded. Palestinian refugees are people (and their descendants) whose residence was Palestine between June 1946 and May 1948 and who lost their homes and means of livelihood as a result of the 1948 Arab-Israeli conflict. Country of asylum is the country where an asylum claim was filed and granted. Aggregation is sum. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG target 10.7; IDA19 RMS.

**26. Internally displaced persons (millions):** Internally displaced persons are defined according to the 1998 Guiding Principles (<http://www.internal-displacement.org/publications/1998/ocha-guiding-principles-on-internal-displacement>) as people or groups of people who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of armed conflict, or to avoid the effects of armed conflict, situations of generalized violence, violations of human rights, or natural or human-made disasters and who have not crossed an international border. "People displaced" refers to the number of people living in displacement as of the end of each year, and reflects the stock of people displaced at the end of the previous year, plus inflows of new cases arriving over the year as well as births over the year to those displaced, minus outflows which may include returnees, those who settled elsewhere, those who integrated locally, those who travelled over borders, and deaths. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, calculated from World Development Indicators. | **Harmonization with other reports:** SDG goal 16; IDA19 RMS.

### Institutional Capacity

**27. Level of statistical capacity (scale of 0 to 100):** The Statistical Capacity Indicator is a composite score assessing the capacity of a country's statistical system. It is based on a diagnostic framework assessing the following areas: methodology, data sources, and periodicity and timeliness. Countries are scored against 25 criteria in these areas, using publicly available information and/or country input. The overall Statistical Capacity score is then calculated as a simple average of all three area scores on a scale of 0–100. A higher score indicates a higher level of capacity. Aggregation is an un-weighted average. Data reported worldwide for WBG-supported countries with available data.

**Data source:** World Bank, World Development Indicators. | **Harmonization with other reports:** SDG target 17.19; IDA19 RMS.

**28. Countries with improved budget reliability, transparency of public finances, and control in budget execution (number):** Number of countries with improvements in PEFA in the following dimensions: (1.1) aggregate expenditure outturn; (9.1) public access to fiscal information; and (24.2) procurement methods, representing three important elements of public financial management performance from three different pillars of the PEFA methodology. A country is considered to have made significant improvement if at least 2 of the 3 indicators improve or maintain a score of A or B. Data reported worldwide for WBG-supported countries with available data.

**Data source:** PEFA Secretariat. | **Harmonization with other reports:** SDG target 16.6; IDA19 RMS.

**29. Countries with taxes/GDP above or equal to 15% (number):** Tax revenue in local currency divided by GDP in local currency. The indicator (and threshold of 15%) was established by the IMF in consideration of: (i) close to half of LICs still collect tax revenue below 15% of GDP; (ii) empirical evidence shows that once the tax-to-GDP level reaches 12¼ percent, real GDP per capita increases sharply and in a sustained manner over several years; (iii) 15% is considered to be the threshold for resources needed for an effective state. Data reported worldwide for WBG-supported countries with available data.

**Data source:** IMF WEO database, national statistical offices, Government Finance Statistics. | **Harmonization with other reports:** SDG target 17.1; IDA19 RMS.

## Tier 2: Highlights of WBG- and World Bank-Supported Results



Tier 2 of the Corporate Scorecards comprises outcomes and outputs of World Bank-supported activities (operations funded by IBRD, IDA, and Recipient Executed Trust Funds, as well as advisory services and analytics), IFC's Investment Services (IS), and operations supported by MIGA.

Results are reported for active operations and those that closed within the reporting period, using results from FY18 results as the benchmark. Data are disaggregated for countries in fragile and conflict-affected situations (FCS) and for female beneficiaries where feasible and applicable. FCS figures are based on countries of the FY17 FCS list for the reporting period.

When interpreting WBG results, it should be noted that the World Bank, IFC, and MIGA operate with different instruments and work with different clients across the public and private sectors. The results reported are those achieved by these clients, with support from the World Bank, IFC, and MIGA. The aggregation of results across the WBG created an opportunity for the World Bank, IFC, and MIGA to align their methodologies to support accurate and meaningful results reporting. Tier 2 World Bank indicators are mainly drawn from Corporate Results Indicators (CRIs), which are sector outcome or output indicators that can be measured and monitored at the project level and aggregated across operations and countries. CRIs are integrated in their results frameworks of individual operations. CRIs can be supplemented by customized, project-specific results indicators.

### WORLD BANK GROUP TIER 2

#### World Bank Group – Sustainable and Inclusive Growth

**1. People with enhanced access to transportation services (millions):** Number of direct beneficiaries that experience improved access to transport infrastructure and services that have been built or rehabilitated through a WBG-financed project (including highways, rural roads, urban and interurban roads, mass transit systems, ports/waterways, railways, and airports). Beneficiaries typically experience reductions in cost and time to travel and/or improvements in safety, as well as increased access to markets, job opportunities, and health and education services. In urban areas, beneficiaries include the increase in the number of users of improved services. In rural areas, beneficiaries include the increase in the number of people who live in proximity to improved services. Data for MIGA beneficiaries was not available for 2019.

**Data source:** World Bank supervision and completion reports; IFC Development Outcome Tracking System. | **Harmonization with other reports:** SDG target 9.1.

**2. Expanded power generation (conventional // renewable power generation) (annual GW hours):** Gigawatt hours of conventional and renewable power generation produced annually with the support of WBG-financed operations. Renewable energy is defined to include hydropower, and power from wind, solar, geothermal, and other renewable sources. The 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/MIGA report GWh of power generated by the client company per year.

**Data source:** World Bank supervision and completion reports; IFC Development Outcome Tracking; MIGA Development Effectiveness Indicator System. | **Harmonization with other reports:** SDG target 7.2.

**3. People provided with new or improved electricity service (millions):** Number of people that have received new or improved electricity service through operations supported by WBG. The World Bank's contribution includes: Direct access is measured as the number of people that benefited from new grid or off-grid household or community electricity services; Inferred access is measured as the number of people that benefited from increased generation capacity, a proportion of whose output is reasonably estimated to be powering new household connections. Inferred access is calculated and aggregated using a standard methodology; Improved electricity is the additional electricity available for households with an existing connection to the grid. Additional electricity allows households to go beyond their current level of electricity service. The indicator aggregates the following data:

- People provided with access to electricity under the project by household connections (grid or off-grid).
- New community electricity under the project.
- Additional generation capacity under the project.

IFC/MIGA contributions include the 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.

**Data source:** World Bank supervision and completion reports; IFC Development Outcome Tracking; MIGA Development Effectiveness Indicator System. | **Harmonization with other reports:** SDG 7.1; CRI.

**4. People reached with ICT (millions):** Number of people provided with access to Information, Communication and Technology (ICT) services through operations supported by the WBG. The World Bank counts the number of people provided with access to Internet services through operations supported by the World Bank. The data include people who have gained new access to internet service and people who benefitted from improved internet service (e.g., affordability, quality). IFC/MIGA contributions also include phone connections mobile/fixed lines.

**Data source:** World Bank supervision and completion reports; IFC Development Outcome Tracking; MIGA Development Effectiveness Indicator System. | **Harmonization with other reports:** SDG target 9.c; CRI.

**5. Beneficiaries of job-focused interventions (millions):** For the World Bank, number of beneficiaries reached by jobs relevant interventions in operations supported by the World Bank. The indicator captures the cross-cutting nature of the jobs agenda, as beneficiaries (disaggregated by gender) may be individuals, workers, households, farmers, microenterprises, small and medium-sized enterprises (SMEs), and other target groups that benefit from World Bank-supported operations in different sectors and types of operations. The indicator is a composite indicator and in addition to being used as a standalone indicator it aggregates values from the following indicators for corporate reporting: (i) farmers reached with agricultural assets and services; (ii) beneficiaries of labor market programs (iii) firms benefitting from private sector initiatives; (iv) teachers recruited or trained; (v) students benefitting from direct interventions to enhance learning (TVET & tertiary learning only); and (vi) beneficiaries reached with financial services. For IFC, the number of jobs provided by IFC investment clients - (Direct Employment – Operations and Maintenance, disaggregated by gender and or Direct Employment – Construction Phase, disaggregated by gender). Direct Employment – Operations and Maintenance, disaggregated by gender and or Direct Employment: Number of full-time equivalent employees as per local definition working for the client company or project at the end of the reporting period. This includes directly hired individuals and individuals hired through third-party agencies as long as those individuals provide onsite services related to the operations of the client company. Also, this includes full-time equivalent worked by seasonal, contractual, and part-time employees. Part-time jobs are converted to full-time equivalent jobs on a pro rata basis, based on local definition (e.g., if work week equals 40 hrs, a 24 hr/week job would be equal to 0.6 FTE job). Seasonal or short-term jobs are prorated on the basis of the portion of the reporting period that was worked (e.g., a full-time position for three months would be equal to a 0.25 FTE job if the reporting period is one year). If the information is not available, the rule-of-thumb is two part-time jobs equal a full-time job. Note: employment for the purpose of the construction of the client company's hard assets is not to be included in this indicator. For such jobs, please use the indicator Direct Employment – Construction Phase. Direct Employment – Construction Phase, disaggregated by gender: Number of full-time equivalent construction workers employed for the construction of the company or project's hard assets during the reporting period. Part-time jobs for construction are converted to full-time equivalent jobs on a pro rata basis, based on local definition (e.g., if the work week equals 40 hrs, a 24 hr/week job would be equal to 0.6 FTE job; a full-time position for three months would be equal to a 0.25 FTE job if the reporting period is one year). If the information is not available, the rule-of-thumb is two part-time jobs equal a full-time job. Note: employment for the client company's operations and maintenance is not to be included in this indicator. For such jobs, please use the indicator Direct Employment – Operations and Maintenance.

**Data source:** World Bank supervision and completion reports; IFC Development Outcome Tracking; MIGA's Development Effectiveness Indicator System. | **Harmonization with other reports:** SDG targets 8.5, 4.3, 4.4, 8.9.

**6. Beneficiaries reached with financial services (millions):** Number of beneficiaries reached with financial services in operations supported by WBG: World Bank beneficiaries include people, microenterprises, and SMEs. Financial services include transaction accounts, deposit accounts, mobile money accounts, loans, lines of credit, housing finance, micro-insurance, agri-insurance, etc. IFC/MIGA count a broader range of financial services with data disaggregated between individuals/micro enterprises and SMEs, including:

- Individuals/Micro Finance: This category counts deposit accounts; the number of outstanding micro, housing, and retail loans; and clients reached with insurance and pensions. IFC/MIGA counts 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, retail loans (retail installment loans).
- SME Finance: SME loans, leasing, and enterprise insurance. SME loan is defined as a commercial loan with amount at origination between US\$10,000 to US\$1 million (or to US\$2 million in more advanced economies). Enterprise insurance includes the number of non-life commercial lines and agribusiness.
- IFC includes outstanding student loans, agribusiness loans, and leasing.

**Data source:** World Bank supervision and completion reports; IFC Development Outcome Tracking; MIGA Development Effectiveness Indicator System. | **Harmonization with other reports:** SDG target 8.10, CRI.

**7. Farmers reached with agricultural assets and services (millions):** Number of farmers who were provided with agricultural assets or services as a result of WBG project support. World Bank's contribution includes the following indicators:

- Agricultural 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 nonmonetary benefits from forests
- People employed in production and processing of forest products
- Water users provided with new/improved irrigation and drainage services
- Land users adopting sustainable land management practices as result of the project
- Any other custom indicators that specify farmers.

IFC/MIGA, contribution includes the number of farmers that are linked to the operations of IFC's client company: gaining access to market as suppliers of agricultural products; benefiting from access to agricultural inputs as clients; 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.

**Data source:** World Bank supervision and completion reports; IFC Development Outcome Tracking; MIGA Development Effectiveness Indicator System. | **Harmonization with other reports:** SDG target 2.4, CRI.

## World Bank Group – Human Capital

**8. Students reached (millions):** Number of students that have benefited from operations supported by the WBG. World Bank counts the number of beneficiaries of interventions in both formal and non-formal education sectors in operations supported by the World Bank. Interventions that count toward this indicator include those related to curriculum, textbook, learning environment, and assessment. The indicator covers pre-primary, primary, secondary, and tertiary education, and vocational training. IFC/MIGA count the number of full-time equivalent (FTE) students enrolled annually in institutions receiving support from IFC. 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 "time" basis. The number of student loans provided by financial institutions receiving support from IFC/MIGA also counts towards the total number of students reached by IFC/MIGA, where each loan outstanding is used as a proxy for one student.

**Data source:** World Bank supervision and completion reports; IFC Development Outcome Tracking; MIGA Development Effectiveness Indicator System. | **Harmonization with other reports:** SDG target 4.6.

**9. People who have received essential health, nutrition, and population services (millions):** Number of people that have received any of the essential health, nutrition, and population services supported by WBG operations. World Bank's contribution is the sum of the number of children immunized, the number of women and children who have received basic nutrition services, and the number of deliveries attended by skilled health personnel, through operations supported by the World Bank. IFC/MIGA count total annual number of outpatient consultations and total number of inpatient consultations supported by IFC/MIGA clients.

**Data source:** World Bank supervision and completion reports; IFC Development Outcome Tracking; MIGA Development Effectiveness Indicator System. | **Harmonization with other reports:** SDG target 2.2, 3.8, 3.1.2; CRI.

**10. People provided with access to improved water sources (millions):** Number of people who benefited from improved water supply services through operations supported by the WBG. The World Bank's contribution includes the number of people who benefited from improved water supply services that have been constructed through operations supported by the World Bank. This includes people newly provided with access to improved water sources and does not include people benefiting from rehabilitation works. The definition of "improved water sources" follows that of the UNICEF-WHO Joint Monitoring Program. IFC/MIGA count the number of people receiving water distribution services in a given year through IFC/MIGA clients.

**Data source:** World Bank supervision and completion reports; IFC Development Outcome Tracking; MIGA Development Effectiveness Indicator System. | **Harmonization with other reports:** SDG target 6.1; CRI.

**11. People provided with access to improved sanitation services (millions):** Number of people who benefited from improved sanitation facilities through operations supported by the WBG: World Bank's contributions relate to the number of people who benefited from improved sanitation facilities that have been constructed through operations supported by the World Bank. The definition of "improved sanitation facilities" follows that of the UNICEF-WHO Joint Monitoring Program. IFC/MIGA contributions include number of people receiving wastewater services in a given year through IFC/MIGA clients.

**Data source:** World Bank supervision and completion reports; IFC Development Outcome Tracking; MIGA Development Effectiveness Indicator System. | **Harmonization with other reports:** SDG target 6.2; CRI.

## World Bank Group – Resilience

**12. Countries supported toward institutionalizing disaster risk reduction as a national priority (number):** Number of countries with World 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 Sendai Framework.

**Data source:** World Bank staff estimates based on active operations. | **Harmonization with other reports:** SDG target 13.2.

**13. Greenhouse Gas (GHG) emission reductions (tCO<sub>2</sub>eq/year):** The World Bank's, IFC's, and MIGA's aggregate GHG emission reductions for projects that apply GHG accounting. The World Bank's contribution relates to project net GHG emissions calculated as an annual average of the difference between project gross (absolute) emissions aggregated over the economic lifetime of the project and the emissions of a baseline (counterfactual) scenario aggregated over the same time horizon. Only projects that are estimated to reduce emissions are included. IFC's and MIGA's contribution relates to the aggregate annual GHG emission reductions calculated for mitigation projects.

**Data source:** World Bank Operations Portal; IFC Development Outcome Tracking System (DOTS). | **Harmonization with other reports:** SDG target 9.4; IBRD/IFC capital package.

## WORLD BANK TIER 2

The results section of the World Bank Corporate Scorecard reports results achieved by Bank clients and supported by Bank operations (IDA, IBRD, and Recipient-Executed Trust Funds). The majority of Tier 2 World Bank indicators are CRIs, which are sector outputs or outcome indicators that can be easily measured and monitored at the project level and aggregated across projects and countries. CRIs link to sector strategies and are integrated in their results frameworks. CRIs can be supplemented by customized, project-specific results indicators.

### World Bank – Sustainable and Inclusive Growth

**1. People with enhanced access to transportation services (millions):** Number of direct beneficiaries that experience improved access to transport infrastructure and services that have been built or rehabilitated through World Bank-financed project (including highways, rural roads, urban and interurban roads, mass transit systems, ports/waterways, railways and airports). Beneficiaries typically experience reductions in cost and time to travel and/or improvements in safety, as well as increased access to markets, job opportunities, and health and education services. In urban areas, beneficiaries include the increase in the number of users of improved services. In rural areas, beneficiaries include the increase in the number of people who live in proximity to improved services.

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 9.1; IDA19 RMS.

**2. Generation capacity of energy constructed or rehabilitated (megawatt):** Generation capacity of conventional (thermal) and renewable energy facilities constructed or rehabilitated through operations supported by the World Bank. Thermal/conventional power generation is all types of generation from sources that are not renewable. New high-efficiency power plants (including supercritical and ultra-supercritical plants) are considered conventional generation. Renewable power generation refers to biomass co-generation, wind, geothermal, solar, wave and tidal, and hydropower generation of any capacity. The indicator is a composite and includes the following underlying indicators: (i) thermal (conventional) power generation capacity constructed or rehabilitated under the project (MW); (ii) hydropower generation capacity constructed or rehabilitated under the project (MW); (iii) renewable energy generation capacity (other than hydropower) constructed under the project (MW); (iv) renewable energy generation capacity (other than hydropower) rehabilitated under the project (MW).

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 7.2; CRI.

**3. People provided with new or improved electricity service (millions):** Number of people that have received new or improved electricity service through operations supported by the World Bank. Direct access is measured as the number of people that benefited from new grid or off-grid household or community electricity services. Inferred access is measured as the number of people that benefited from increased generation capacity, a proportion of whose output is reasonably estimated to be powering new household connections. Inferred access is calculated and aggregated at the GP level using a standard methodology for purposes of corporate reporting. Improved electricity is the additional electricity available for households with an existing connection to the grid. Additional electricity allows households to go beyond their current level of electricity service. The indicator aggregates the following data:

- People provided with access to electricity under the project by household connections (grid or off-grid).
- New Community electricity under the project.
- Additional generation capacity under the project.

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 7.1; CRI; IDA19 RMS.

**4. People provided with access to internet (ICT) (millions):** Number of people provided with access to Internet services through operations supported by the World Bank. The indicator covers contributions from IPF (for IBRD and IDA) and RETF only. The data include both people who have gained new access to internet service and people who have benefited from improved internet service (e.g., affordability, quality) during the project implementation period. The data are collected at a national level.

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 9.c; CRI.

**5. Beneficiaries of job-focused interventions (millions):** Number of beneficiaries reached by jobs relevant interventions in operations supported by the World Bank. The indicator captures the cross-cutting nature of the jobs agenda, as beneficiaries (disaggregated by gender) may be individuals, workers, households, farmers, microenterprises, small and medium-sized enterprises (SMEs), and other target groups that benefit from World Bank-supported operations in different sectors and types of operations. The Jobs group encourages the use of the indicator directly in results framework and supports operational teams by providing data collection templates, training manuals and other resources through Jobs M&E Toolkit. The indicator is a composite indicator and in addition to being used as a standalone indicator it aggregates values from following CRIs for corporate reporting: (i) farmers reached with agricultural assets and services; (ii) beneficiaries of labor market programs (iii) firms benefiting from private sector initiatives; (iv) teachers recruited or trained; (v) students benefiting from direct interventions to enhance learning (TVET & tertiary learning only); (vi) beneficiaries reached with financial services.

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG targets 8.5, 4.3, 4.4, 8.9; CRI; IDA19 RMS.

**6. Individuals that benefited from financial services (millions):** Number of individuals reached with financial services in operations supported by the World Bank. Financial services include transaction accounts, deposit accounts, mobile money accounts, loans, lines of credit, housing finance, micro-insurance, agri-insurance, etc.

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 8.10; CRI; IDA19 RMS.

**7. MSMEs that benefited from financial services (millions):** Number of MSMEs reached with financial services in operations supported by the World Bank. Beneficiaries include microenterprises, and SMEs. Financial services include transaction accounts, deposit accounts, mobile money accounts, loans, lines of credit, housing finance, micro-insurance, agri-insurance, etc.

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 8.10; CRI; IDA19 RMS.

**8. Farmers adopting improved agricultural technology (millions):** Number of farmers who have adopted an improved agricultural technology promoted by World Bank operations. Adoption refers to a change of practice or change in use of a technology that was introduced or promoted by the project. Technology includes a change in practices compared to currently used practices or technologies (seed preparation, planting time, feeding schedule, feeding ingredients, post-harvest storage/ processing, etc.). If the project introduces or promotes a technology package in which the benefit depends on the application of the entire package (e.g., a combination of inputs such as a new variety and advice on agronomic practices such as soil preparation, changes in seeding time, fertilizer schedule, plant protection, etc.), this counts as one technology.

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 2.4; CRI; IDA19 RMS.

**9. Area provided with new/improved irrigation or drainage services (ha thousands):** Total area of land provided with new or improved irrigation or drainage services in operations supported by the World Bank. The breakdown of the indicator includes: (i) the area provided with new irrigation or drainage services (ha); and (ii) the area provided with improved irrigation or drainage services (ha). Irrigation or drainage services refers to the better delivery of water to, and drainage of water from, arable land, including better timing, quantity, quality, and cost-effectiveness for the water users. New irrigation or drainage services refers to the provision of irrigation and drainage services in an area that has not had these services before. The area is not necessarily newly cropped or newly productive land, but is newly provided with irrigation and drainage services, and may have been rain-fed land before. Improved irrigation or drainage services refers to the upgrading, rehabilitation, and/or modernization of irrigation or drainage services in an area with existing irrigation and drainage services.

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 2.4; CRI; IDA19 RMS.

## World Bank – Human Capital

**10. Beneficiaries covered by social safety net programs (millions):** Number of individual beneficiaries of World Bank-supported social safety net programs. Safety net programs are designed to provide social assistance to poor and vulnerable individuals or families by including them in cash transfers (conditional and unconditional), public works and workfare programs, fee waivers for services, and in-kind assistance to address critical needs (e.g., food, medicine, shelter, and social services).

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 1.3.

**11. People who have received essential health, nutrition, and population services (millions):** The sum of the number of children immunized, the number of women and children who have received basic nutrition services, and the number of deliveries attended by skilled health personnel, through operations supported by the World Bank. Children immunized refers to the number of children 5 years of age and younger receiving vaccines purchased through a World Bank-financed project, as well as the number of children immunized with vaccines purchased with other resources (i.e., GAVI or government funds) that are delivered through a World Bank-supported program. It captures the number of children immunize and not the number of vaccinations; that is, if the same child is immunized with multiple vaccines on the same day or has several immunization visits in a given year, the child is counted only once. Women and children who have received basic nutrition services refers to the total beneficiaries reached by any of the following services: direct feeding programs (supplementary feeding for pregnant and lactating women and infants and young children under age 5); programs promoting appropriate infant and young child feeding (e.g., promotion/support for exclusive breastfeeding, adequate and timely introduction of complementary foods); nutrition programs for adolescent girls, including nutrition education, micronutrient supplements, etc., delivered through school health/nutrition programs or other programs reaching adolescent girls; provision of micronutrient supplements to pregnant/lactating women and children under 5 including vitamin A, iodine, iron/iron folic acid, supplemental zinc, and multiple micronutrient powders; food fortification (e.g., iodized salt); deworming; monitoring of nutritional status; nutrition and food hygiene education; nutrition components of early childhood development programs; home gardens and small livestock production for improved dietary diversity; targeted emergency food aid and treatment of severe acute and moderate acute malnutrition. Deliveries attended by skilled health personnel refers to the number of women who delivered with the assistance of a skilled health provider (specialist or non-specialist doctor, midwife, nurse, or other health personnel with midwifery skills), whether in health facilities or women's homes. If the World Bank-financed activities are mainly at health facilities, the data for this indicator can be obtained from delivery records or health management information systems.

**Data source:** World Bank ISR and ICR. | **Harmonization with other reports:** SDG targets 2.2, 3.8; SDG indicator 3.8.1; CRI; IDA19 RMS.

**12. Large-scale primary/secondary learning assessments completed (number):** Number of World Bank-supported completed large-scale assessment rounds at the primary or secondary levels. “World Bank-supported” refers to either World Bank lending (via IPFs, P4Rs, RETFs, etc.) or ASAs (via BB / TF / RAS funding), which specifies support for this particular large-scale assessment in the project PAD or the ASA concept note. The supported activities could include, inter alia, capacity building, design, administration, analysis, reporting, use, publication, dissemination for that assessment; “Completed large-scale assessment rounds” refers to rounds of a large-scale assessment, for which the results are made publicly available within 2 years of the assessment administration; the assessment round is counted for the year in which the data are released; if an assessment is administered during a particular year that covers multiple grades and/or subjects, that assessment is counted as one round; “Large-scale assessment” includes both national large-scale assessments (aimed at describing overall performance of the education system at sub-national or national level) and international large-scale assessments (aimed at comparing overall performance levels across countries or education systems).

**Data source:** World Bank PAD. | **Harmonization with other reports:** SDG target 4.1; CRI; IDA19 RMS.

**13. People provided with access to improved water sources (millions):** Number of people who benefited from improved water supply services that have been constructed through operations supported by the World Bank. This includes people newly provided with access to improved water sources and does not include people benefiting from rehabilitation works. Improved water sources include piped household connections (house or yard connections) and community water points (public standpipes, boreholes, protected dug wells, and protected spring and rainwater collection). It does not include water provided through tanker trucks or vendors; unprotected wells or unprotected springs; surface waters (such as rivers, ponds, dams, lakes, streams, and irrigation channels); or bottled water. The definition of “improved water sources” follows that of the UNICEF-WHO Joint Monitoring Program. The number of people provided with access can be estimated by multiplying (a) the actual number of piped household connections by the estimated number of people per household connection; or (b) the actual number of community water points by the estimated number of people per community water point.

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 6.1; CRI; IDA19 RMS.

**14. People provided with access to improved sanitation services (millions):** Number of people who benefited from improved sanitation facilities that have been constructed through operations supported by the World Bank. The indicator includes people newly provided with access to “improved sanitation facilities” and does not include people benefiting from rehabilitation works. Improved sanitation facilities include flush or pour-flush to a piped sewer system, septic tank, or pit latrine; ventilated improved pit latrine; pit latrine with slab; and composting toilet. It does not include flush or pour-flush to elsewhere (i.e., not to a piped sewer system, septic tank, or pit latrine); pit latrine without slab/open pit; bucket; hanging toilet or hanging latrine; shared facilities of any type; or no facilities, bush, or field. The definition of “improved sanitation facilities” follows that of the UNICEF-WHO Joint Monitoring Program.

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 6.2; CRI; IDA19 RMS.

**15. People provided with improved urban living conditions (millions):** Number of people living in urban areas that have been provided with access to improved services, housing, tenure, neighborhoods, public spaces, parks, resilience, and/or urban environmental conditions, through the direct interventions of operations supported by the World Bank.

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 11.1; CRI; IDA19 RMS.

## World Bank – Resilience

**16. Projected lifetime energy or fuel savings (MW hours // megajoule):** Lifetime energy savings and lifetime fuel savings achieved through energy efficiency measures directly attributable to operations supported by the World Bank. Projected savings are calculated against a baseline or “business-as-usual” scenario in the absence of the project. Savings are defined as savings for the lifetime of the intervention projected in the year it is completed. The aggregated indicators include; projected lifetime energy savings; projected lifetime fuel savings; and projected electricity generation savings.

**Data source:** World Bank supervision and completion reports. | **Harmonization with other reports:** SDG target 7.3; CRI; IDA19 RMS.

**17. Net Greenhouse Gas (GHG) emissions (tCO<sub>2</sub>e/year):** The World Bank’s contributions relate to project net GHG emissions calculated as an annual average of the difference between project gross (absolute) emissions aggregated over the economic lifetime of the project and the emissions of a baseline (counterfactual) scenario aggregated over the same time horizon. The indicator applies to operations that are subject to GHG accounting under the corporate mandate. This includes IBRD/IDA investment lending in Sustainable Development and Infrastructure Global Practices where agreed GHG accounting methodologies exist. The indicator is based on an ex-ante estimation performed during project preparation using World Bank-approved GHG accounting methodologies. The indicator value is negative if the project is reducing emissions, and positive if the project is increasing emissions. Net GHG emissions at the portfolio level are calculated as sum of project net emissions. GHG accounting is only done ex-ante. If the project undergoes major restructuring or is subject to additional financing relevant to GHG accounting, the ex-ante estimation of project net emissions needs to be recalculated at the time of restructuring or processing additional financing. Net GHG emissions are reported for the entire projects regardless of the share of IBRD or IDA financing.

**Data source:** World Bank Operations Portal & GHG Accounting Focal Points data submission files. | **Harmonization with other reports:** SDG target 9.4; CRI; IDA19 RMS; IBRD/IFC capital package.

**18. Countries supported toward institutionalizing disaster risk reduction as a national priority (number):** Number of countries with World 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 Sendai Framework.

**Data source:** World Bank staff estimates based on active operations. | **Harmonization with other reports:** SDG target 13.2; IDA19 RMS.

## World Bank – Institutional Capacity

**19. Countries that were provided with statistical capacity building support for the implementation of household surveys (number):** Refers to technical assistance activity provided to national statistical agencies related to household surveys (e.g., sampling, survey logistics, estimation of poverty-lines).

**Data source:** World Bank Household Survey Working Group. | **Harmonization with other reports:** SDG target 17.19; IDA19 RMS.

## Tier 3: Performance

Tier 3 of the Scorecards tracks key indicators of operational and organizational performance along five dimensions: (i) supporting clients to achieve development results; (ii) leading the global agenda; (iii) mobilization for development; (iv) improving the business model; and (v) ensuring adequate financial capacity. Where available and applicable, data are disaggregated for countries in fragile and conflict-affected situations.



Note: The data for FCS are based on the FY17 FCS list. The frequency of data is reported only for indicators that are reported other than on an annual basis.

## WORLD BANK GROUP TIER 3

### World Bank Group – Supporting Clients to Achieve Development Results

#### Development Impact and Effectiveness

**1. Satisfactory outcomes of Country Partnership Frameworks (CPFs) (IEG rating, %, four-year rolling data):** Percentage of Completion and Learning Review reports rating CPF outcome as moderately satisfactory, satisfactory, or highly satisfactory by Independent Evaluation Group (IEG).

**Data source:** Independent Evaluation Group (IEG). | **Reporting frequency:** Annual (four-year rolling data). | **Harmonization with other reports:** IDA19 RMS

**2-4. Satisfactory outcomes of WBG operations (IEG rating) (as a % of operations):** Percentage of operations in 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 the Independent Evaluation Group (IEG). Note that IEG evaluates World Bank, IFC, and MIGA based on different methodologies and sampling techniques, and the ratings therefore are not directly comparable:

**2. World Bank operations (three-year rolling data).** 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 operations 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: (i) relevance of the objectives and design (relevance); (ii) extent to which the objectives were achieved (efficacy); and (iii) extent to which the operation achieved a higher rate of return than the opportunity cost of capital, or was able to provide a similar economic justification (efficiency).

**Data source:** Independent Evaluation Group (IEG). | **Harmonization with other reports:** IDA19 RMS.

*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.*

**3. IFC operations.** For IFC, the rating captures 40 percent 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, as well as work quality and their sub-dimensions using Expanded Project Supervision Reports (XPSR) and corporate guidelines. All ratings are independently validated by the Private Sector Evaluation department of the Independent Evaluation Group (IEGPE) and are adjusted, as needed, to ensure that the prescribed evaluation guidelines and criteria are applied consistently.

**Data source:** Independent Evaluation Group (IEG).

**4. MIGA operations (six-year rolling data).** 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 being 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 coverage of the population of regular guarantees by evaluation. Both self-evaluations and direct evaluations follow the same evaluation guidelines and criteria.

**Data source:** Independent Evaluation Group (IEG).

**5. IFC advisory services successful development effectiveness rating (IEG rating) (%):** Percent of IFC's Advisory Services rated Mostly Successful or higher, 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.

**Data source:** IFC Development Outcome Tracking System (DOTS).

**6. Stakeholder feedback on WBG's effectiveness and impact on development results (scale 1-10):** Mean score for the answer provided by WBG stakeholders to the following questions from the annual WBG Country Opinion Survey (COS) Program: (a) "Overall, please rate your impression of the WBG's effectiveness in your country." and (b) "To what extent does the WBG's work help to achieve development results in your country?" (based on a 10-point scale with 1 being "not effective at all" or "to no degree at all", and 10 being "very effective" or "to a very significant degree"). WBG stakeholders are all respondents to the Country Opinion Survey (COS) from a range of stakeholder groups including government institutions and agencies, development partners, private sector, civil society, NGOs, academia, media. The indicator reflects the current fiscal year ratings (FY 2019), i.e. for one-third of all WBG client countries surveyed during each three-year cycle (42 client countries were surveyed in FY 2019).

**Data source:** WBG Country Opinion Survey Program.

**7. Stakeholder feedback on contribution of WBG knowledge (scale 1-10):** Mean score for the answer provided by WBG stakeholders to the question from the annual WBG Country Opinion Survey (COS) Program: "Overall, how significant a contribution do you believe the WBG's knowledge work and activities make to development results in your country?" (based on a 10-point scale with 1 being "not significant at all", and 10 being "very significant"). WBG stakeholders are all respondents to the Country Opinion Survey (COS) from a range of stakeholder groups including government institutions and agencies, development partners, private sector, civil society, NGOs, academia, media. The indicator reflects the current fiscal year ratings (FY 2019), i.e. for one-third of all WBG client countries surveyed during each three-year cycle (42 client countries were surveyed in FY 2019).

**Data source:** WBG Country Opinion Survey Program.

**8. Client feedback/satisfaction on WBG effectiveness and impact on results (scale 1-10):** Mean score for the answer provided by WBG clients to the following questions from the annual WBG Country Opinion Survey (COS) Program: (a) "Overall, please rate your impression of the WBG's effectiveness in your country." and (b) "To what extent does the WBG's work help to achieve development results in your country?" (based on a 10-point scale with 1 being "not effective at all" or "to no degree at all", and 10 being "very effective" or "to a very significant degree"). WBG clients are defined as respondents who report in the Country Opinion Survey that they collaborate with the WBG. The indicator reflects the current fiscal year ratings (FY 2019), i.e. for one-third of all WBG client countries surveyed during each three-year cycle (42 client countries were surveyed in FY 2019).

**Data source:** WBG Country Opinion Survey Program.

## Performance and Quality

**9. Satisfactory WBG performance for Country Partnership Frameworks (CPF) (IEG rating) (%):** Percentage of CPF Completion Reports reviewed by IEG that are rated good or superior on overall WBG performance. With completion of CPFs, data will be reported for the WBG.

**Data source:** Independent Evaluation Group (IEG).

**10. Advisory Services and Analytics (ASA) objectives accomplished (%):** Share of completed ASA activities which World Bank clients rated 8 or higher on a 10-point scale (with 1 being "exceptionally ineffective" and 10 being "exceptionally effective"), in response to the question "How effective was [activity] in terms of achievement of objectives?"

**Data source:** World Bank Client Feedback Survey.

**11. 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) that had disbursement three years ago. The AS Client Survey surveys a sample of clients with projects that are active or closed during the survey period and that meet several eligibility criteria.

**Data source:** IFC Client Surveys for Investment and Advisory Services.

## World Bank Group – Leading Global Agenda

**12. Share of climate-related financing in total commitments (%):** The share of WBG lending commitments from its own account dedicated to activities that are classified as climate change adaptation and/or mitigation based on the Joint MDB Methodology for Tracking Climate Finance. Adaptation co-benefits are calculated using a context- and location-specific, conservative and granular approach, and capture financing amounts directly linked to measures addressing climate change vulnerability in projects. Mitigation co-benefits are assigned to activities aimed at reducing, limiting, or sequestering GHG emissions to reduce the risk of climate change based on a list of activities that are compatible with low emissions pathways.

**Data source:** World Bank and IFC Project Appraisal and/or Supporting Documents. | **Harmonization with other reports:** SDG target 9.4.

## World Bank Group – Mobilization for Development

**13. 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 of their objectives joint between the World Bank and IFC/MIGA, out of all CPFs approved in the fiscal year.

**Data source:** WBG Country Assistance Strategy/Country Partnership Framework reviews.

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

**Data source:** WBG Engagement Survey. | **Frequency:** Biennial.

### Private Investments

**15. Private direct mobilization by World Bank Group operations/transactions (US\$ billions):** Financing from a private entity on commercial terms due to the active and direct involvement of World Bank Group leading to commitment. Evidence of active and direct involvement include mandate letters, fees linked to financial commitment or other validated or auditable evidence of a MDB's active and direct role leading to commitment of other private financiers. PDM does not include sponsor financing. Private entity is defined as a legal entity that is: (i) carrying out or established for business purposes and, (ii) financially and managerially autonomous from national or local government. Some public entities that are organized with financial and managerial autonomy are counted as private entities. Other examples include registered commercial banks, insurance companies, sovereign wealth funds and other institutional investors investing primarily on a commercial basis.

**Data source:** World Bank Operations Portal, financial page; project documents.

**16. Total private mobilization of World Bank Group-supported operations/transactions (US\$ billions):** The sum of private direct mobilization and private indirect mobilization. Private entity is defined as a legal entity that is: (i) carrying out or established for business purposes and, (ii) financially and managerially autonomous from national or local government. Some public entities that are organized with financial and managerial autonomy are counted as private entities. Other examples include registered commercial banks, insurance companies, sovereign wealth funds and other institutional investors investing primarily on a commercial. Private indirect mobilization of World Bank Group-supported operations/transactions is defined as the amount of financial resources contributed by private external entities alongside a commitment made by the World Bank Group. Private Indirect Mobilization (PIM) financing from private entities provided in connection with a specific activity for which the World Bank Group is providing financing, where no MDB is playing an active or direct role that leads to the commitment of the private entity's finance. PIM includes sponsor financing, if the sponsor qualifies as a private entity.

**Data source:** World Bank Operations Portal, financial page.

## World Bank Group – Improving the Business Model

### Managing Talent

**17. Employee engagement (%):** The Engagement Index measures a staff member's pride and willingness to advocate, sense of belonging and contribution, and willingness to go the extra mile ("say, stay and strive"). The index is comprised of 4 survey questions grouped into 3 categories: (i) "I am proud to work at WBG" and "The WBG is the best place to work in development" (SAY); (ii) "I feel a strong sense of belonging to WBG" (STAY); (iii) "The WBG inspires me to do my best work" (STRIVE).

**Data source:** WBG Engagement Survey. | **Harmonization with other reports:** Forward Look.

**18. Staff diversity (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 of 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".

**Data source:** WBG HR System. | **Harmonization with other reports:** Forward Look.

**19. Inclusion index (%):** The Inclusion Index measures the degree to which the WBG creates a diverse and inclusive environment that fosters equal opportunities for everyone to succeed in the work place regardless of demographic characteristics. The index is comprised of 3 attributes based on 7 questions in the Engagement Survey: (i) creating an environment of trust and inclusiveness: "WBG Senior Leadership (President/MDs/CEOs) creates a culture of openness and trust"; "Diverse perspectives are valued in my unit"; (ii) managerial commitment and accountability for diversity and inclusion: "My Vice President(s) is taking action to improve diversity and inclusion"; "WBG Senior Leadership (President/MDs/CEOs) is taking action to improve diversity and inclusion"; "Managers and staff are held accountable when their actions or behaviors are contrary to the institution's values of diversity and inclusion"; (iii) treating staff with fairness, dignity and respect: "I am treated with respect and dignity at WBG"; "Colleagues are treated fairly regardless of gender/gender identity, disability, age, race/ethnicity, national origin, native language, sexual orientation, religion, or educational background".

**Data source:** WBG Engagement Survey. Frequency: Biennial. | **Harmonization with other reports:** Forward Look.

## World Bank Group – Ensuring Adequate Financial Capacity

**20. Total revenue (US\$ billions):** Total revenue generated by IBRD, IDA, IFC, and MIGA. IBRD total revenue includes loan interest margins, 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), and other revenue from externally funded activities, commitment charges and other revenues.

IDA total revenue includes loan interest margin, income from investments net of funding costs, net transfers and grants from IBRD and IFC, BETF income (contra of which is BETF expense), and commitments charges and other revenues.

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 (NPI) investment income and other revenues. NPI is revenue generated from the guarantee portfolio, net of premium ceded to reinsurers and brokerage expenses, and includes fees and commissions."

**Data source:** IBRD, IDA, IFC, and MIGA financial statements.

**21. Average annual growth of World Bank Group business revenue (%):** Total revenue generated by IBRD, IDA, IFC, and MIGA. IBRD total revenue includes loan interest margin, 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), and other revenues from external funded activities, commitment charges, and other revenues.

IDA total revenue includes loan interest margin, income from investments net of funding costs, net transfers and grants from IBRD and IFC, BETF income (contra of which is BETF expense), and commitment charges and other revenues. 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 (NPI) investment income and other revenues. NPI is revenue generated from the guarantee portfolio, net of premium ceded to reinsurers and brokerage expenses, and includes fees and commissions."

**Data source:** IBRD, IDA, IFC, and MIGA financial statements.

## WORLD BANK TIER 3

### World Bank – Supporting Clients to Achieve Development Results

#### Development Impact and Effectiveness

**1. Satisfactory outcomes of World Bank operations (IEG rating) (as share of operations) ((%, three-year rolling data):** Share of IBRD and IDA operations 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: (i) relevance of the objectives and design (relevance); (ii) extent to which the objectives were achieved (efficacy); and (iii) 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).

**Data source:** Independent Evaluation Group (IEG). | **Harmonization with other reports:** IDA19 RMS.

**2. Satisfactory outcomes of World Bank operations (IEG rating) (as % of commitments) ((%, three-year rolling data):** Share 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: (i) relevance of the objectives and design (relevance); (ii) extent to which the objectives were achieved (efficacy); and (iii) 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).

**Data source:** Independent Evaluation Group (IEG). | **Harmonization with other reports:** IDA19 RMS.

**3. Client feedback on World Bank effectiveness and impact on results (scale 1-10):** Mean score for the answer provided by World Bank 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”). World Bank clients are defined as respondents who report in the Country Opinion Survey that they collaborate with the World Bank. The indicator reflects the current fiscal year ratings (FY 2019), i.e. for one-third of all WBG client countries surveyed during each three-year cycle (42 client countries were surveyed in FY 2019).

**Data source:** WBG Country Opinion Survey Program. | **Harmonization with other reports:** IDA19 RMS.

#### Performance and Quality

**4. Satisfactory World Bank performance – i) at entry (IEG rating, %):** Share of the net-commitment amount of closed IBRD and IDA operations reviewed by the IEG that was rated moderately satisfactory or higher on overall performance at (i) entry of 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.

**Data source:** Independent Evaluation Group (IEG). | **Harmonization with other reports:** IDA19 RMS.

**5. Satisfactory World Bank performance – ii) during supervision (IEG rating, %):** Share of the net-commitment amount of closed IBRD and IDA operations reviewed by the IEG that was rated moderately satisfactory or higher on overall performance at (ii) during supervision of 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.

**Data source:** Independent Evaluation Group (IEG). | **Harmonization with other reports:** IDA19 RMS.

**6. ASA objectives accomplished (client rating) (%):** Share of completed ASA activities for which clients strongly agree or agree with the following statement: “Overall, this activity achieved its intended development outcomes” for ASA with completed ACS during the fiscal year.

**Data source:** World Bank Client Feedback Survey. | **Harmonization with other reports:** IDA19 RMS.

**7. Global expertise embedded in ASA (client rating) (%):** Share of completed ASA activities for which clients strongly agree or agree with the following statement: “The World Bank brought global expertise to support this activity” for ASA with completed ACS during the Fiscal Year.

**Data source:** World Bank Client Feedback Survey.

**8. Volume of Reimbursable Advisory Services (US \$ millions):** This indicator reflects the total value of Reimbursable Advisory Services billed to clients in a Fiscal Year.

**Data source:** World Bank, Analytics for Office.

## World Bank – Leading Global Agenda

**9. Share of climate-related financing in total commitments (%):** The share of the World Bank (IBRD and IDA) lending commitments from its own account dedicated to activities that are classified as climate change adaptation and/or mitigation based on the Joint MDB Methodology for Tracking Climate Finance. Adaptation co-benefits are calculated using a context- and location-specific, conservative, and granular approach, and capture financing amounts directly linked to measures addressing climate change vulnerability in projects. Mitigation co-benefits are assigned to activities aimed at reducing, limiting, or sequestering GHG emissions to reduce the risk of climate change based on a list of activities that are compatible with low emissions pathways.

**Data source:** World Bank Project Appraisal and/or Supporting Documents. | **Harmonization with other reports:** Forward Look; IBRD/IFC capital package.

**10. IBRD - Share of climate-related financing in total commitments (%):** The share of IBRD lending commitments dedicated to activities that are classified as climate change adaptation and/or mitigation based on the Joint MDB Methodology for Tracking Climate Finance. Adaptation co-benefits are calculated using a context- and location-specific, conservative and granular approach, and capture financing amounts directly linked to measures addressing climate change vulnerability in projects. Mitigation co-benefits are assigned to activities aimed at reducing, limiting, or sequestering GHG emissions to reduce the risk of climate change based on a list of activities that are compatible with low emissions pathways.

**Data source:** World Bank Project Appraisal and/or Supporting Documents. | **Harmonization with other reports:** Forward Look; IBRD/IFC capital package

**11. Projects that demonstrate a results chain by linking gender gaps identified in analysis to specific actions tracked in results framework (%):** Percentage of operations that identify specific gaps between women and men, boys and girls and links them to specific actions supported by the project, with indicators in the results framework to track progress, based on projects approved in the current fiscal year.

**Data source:** World Bank Project Appraisal Documents. | **Harmonization with other reports:** IDA19 RMS.

**12. IBRD projects that demonstrate a results chain by linking gender gaps identified in analysis to specific actions tracked in results framework (%):** Percentage of operations that identify specific gaps between women and men, boys and girls and links them to specific actions supported by the project, with indicators in the results framework to track progress, based on projects approved in the current fiscal year.

**Data source:** IBRD Project Appraisal Documents. | **Harmonization with other reports:** Forward Look; IBRD/IFC capital package.

**13. Facetime days (# of days), (change in % since last FY):** Staff presence on the ground in FCS per year, measured as total mission days in-country + resident professional staff (GE+) days worked (assumed number of days per year x staff number) + local consultant days worked. Uses prevailing FCS list for reporting year. Annual FY data is reported. Annual Fiscal Year data is reported.

**Data source:** BI HR Reports & SAP travel data. | **Harmonization with other reports:** IDA19 RMS.

## World Bank – Mobilization for Development

**14. Private direct mobilization by World Bank operations/transactions (US\$ billions):** Financing from a private entity on commercial terms due to the active and direct involvement of World Bank leading to commitment. Evidence of active and direct involvement include mandate letters, fees linked to financial commitment or other validated or auditable evidence of a MDB's active and direct role leading to commitment of other private financiers. PDM does not include sponsor financing. Private entity is defined as a legal entity that is: (i) carrying out or established for business purposes and, (ii) financially and managerially autonomous from national or local government. Some public entities that are organized with financial and managerial autonomy are counted as private entities. Other examples include registered commercial banks, insurance companies, sovereign wealth funds and other institutional investors investing primarily on a commercial basis.

**Data source:** World Bank Operations Portal, financial page. | **Harmonization with other reports:** IDA19 RMS.

**15. Total private capital mobilization of World Bank-supported operations (US\$ billions):** The sum of private direct mobilization and private indirect mobilization in IBRD- and IDA-supported operations. Private entity is defined as a legal entity that is: (i) carrying out or established for business purposes and, (ii) financially and managerially autonomous from national or local government. Some public entities that are organized with financial and managerial autonomy are counted as private entities. Other examples include registered commercial banks, insurance companies, sovereign wealth funds and other institutional investors investing primarily on a commercial. Private indirect mobilization of World Bank-supported operations/transactions is defined as the amount of financial resources contributed by private external entities alongside a commitment made by the World Bank. Private Indirect Mobilization (PIM) financing from private entities provided in connection with a specific activity for which the World Bank is providing financing, where no MDB is playing an active or direct role that leads to the commitment of the private entity's finance. PIM includes sponsor financing, if the sponsor qualifies as a private entity.

**Data source:** World Bank Operations Portal, financial page. | **Harmonization with other reports:** IDA19 RMS.

**16. Total private capital mobilization ratio of IBRD-supported operations (%):** The ratio of total private capital mobilized by IBRD to total IBRD commitments in the reporting period. Investment made by a private entity, where “private entity”, where “private entity” is defined as a legal entity that is: (i) carrying out or is established for business purposes; and, (ii) financially and managerially autonomous from national or local government. Examples include registered commercial banks, insurance companies, sovereign wealth funds and other institutional investors investing primarily on a commercial basis. Include Private Direct Mobilization and Private Indirect Mobilization, which is defined as financing from private entities provided in connection with a specific activity for which IBRD is providing financing, and is not playing an active or direct role that leads to the commitment of the private entity’s finance. Private Indirect Mobilization includes sponsor financing, if the sponsor qualifies as a private entity. Private Direct Mobilization of IBRD-supported operations/transactions: Financing from private entities other than the WBG that becomes available to clients at financial close where WBG is contractually engaged in raising resources. “Private entity” is defined as a legal entity that is: (i) carrying out or is established for business purposes; and, (ii) financially and managerially autonomous from national or local government. Examples include registered commercial banks, insurance companies, sovereign wealth funds and other institutional investors investing primarily on a commercial basis. • Private Indirect Mobilization of IBRD-supported operations/transactions: Financing from private entities provided in connection with a specific activity for which the WBG is providing financing and is not playing an active or direct role that leads to the commitment of the private entity’s finance. Private indirect mobilization includes sponsor financing, if the sponsor qualifies as a private entity.

**Data source:** World Bank Operations Portal, financial page. | **Harmonization with other reports:** IBRD/IFC capital package.

## World Bank – Improving the Business Model

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

**Data source:** World Bank PAD reviews. | **Harmonization with other reports:** IDA19 RMS.

**18. Quality of M&E in operations (IEG rating) (%, three-year rolling data):** Percentage of the net-commitment amount of closed IBRD and IDA operations reviewed by IEG that are rated “Substantial” or “High” on quality of Monitoring and Evaluation, against the total net-commitment amount of the closed operations reviewed by IEG in a three-year rolling basis.

**Data source:** Independent Evaluation Group (IEG). | **Harmonization with other reports:** IDA19 RMS.

**19. Proactivity index (index):** The ratio of projects in “actual” problem status 12 months ago, that have had a proactivity action in the last 12 months divided by the total number of problem projects 12 months ago. After being downgraded to moderately unsatisfactory or lower for rating(s) of implementation progress and/or likelihood of achieving development outcome, a project needs to have one of the following actions taken within the next 12 months, otherwise it will be considered a proactivity problem. The actions are: upgrading, closure, partial cancellation, suspension, or restructuring (note: restructurings for extensions of closing dates or reallocations are not counted as proactivity actions unless they are combined with other actions).

**Data source:** World Bank. | **Harmonization with other reports:** IDA19 RMS.

**20. Client feedback on Bank responsiveness and staff accessibility (scale 1-10):** Mean score for the answer provided by World Bank clients to the following questions from the annual WBG Country Opinion Survey (COS) Program: “To what extent is the World Bank an effective development partner in your country, in terms of (a) responsiveness to needs, 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”). World Bank clients are defined as respondents who report in the Country Opinion Survey that they collaborate with the World Bank. The indicator reflects the current fiscal year ratings (FY 2019), i.e., for one-third of all WBG client countries surveyed during each three-year cycle (42 client countries were surveyed in FY 2019).

**Data source:** WBG Country Opinion Survey Program. | **Harmonization with other reports:** IDA19 RMS.

**21. Disbursement ratio (%):** Ratio of disbursements during the fiscal year to the undisbursed balance at the beginning of the fiscal year for investment project financing operations (IBRD and IDA).

**Data source:** World Bank SAP. | **Harmonization with other reports:** IDA19 RMS.

**22. Employee engagement (%):** The Engagement Index measures a staff member’s pride and willingness to advocate, sense of belonging and contribution, and willingness to go the extra mile (“say, stay and strive”). The index is comprised of 4 survey questions grouped into 3 categories: (i) “I am proud to work at WBG” and “The WBG is the best place to work in development” (SAY); (ii) “I feel a strong sense of belonging to WBG” (STAY); (iii) “The WBG inspires me to do my best work” (STRIVE).

**Data source:** WBG Engagement Survey. | **Harmonization with other reports:** Forward Look.

**23. Staff diversity (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 of 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”.

**Data source:** WBG HR System. | **Harmonization with other reports:** Forward Look.

**24. Inclusion index (%):** The Inclusion Index measures the degree to which the WBG creates a diverse and inclusive environment that fosters equal opportunities for everyone to succeed in the work place regardless of demographic characteristics. The index is comprised of 3 attributes based on 7 questions in the Engagement Survey: (i) creating an environment of trust and inclusiveness: "WBG Senior Leadership (President/MDs/CEOs) creates a culture of openness and trust"; "Diverse perspectives are valued in my unit"; (ii) managerial commitment and accountability for diversity and inclusion: "My Vice President(s) is taking action to improve diversity and inclusion"; "WBG Senior Leadership (President/MDs/CEOs) is taking action to improve diversity and inclusion"; "Managers and staff are held accountable when their actions or behaviors are contrary to the institution's values of diversity and inclusion"; (iii) treating staff with fairness, dignity and respect: "I am treated with respect and dignity at WBG"; "Colleagues are treated fairly regardless of gender/gender identity, disability, age, race/ethnicity, national origin, native language, sexual orientation, religion, or educational background".

**Data source:** WBG Engagement Survey. | **Frequency:** Biennial. | **Harmonization with other reports:** Forward Look.

## World Bank – Ensuring Adequate Financial Capacity

### Financial Sustainability

**25. IBRD maximum loan exposure (US\$ billions):** Maximum current year loan exposure that could be supported by current year usable equity capital based on the target 20% E/L ratio. (Maximum current year loan exposure = current year usable equity / 20%). The 20% E/L ratio target was approved by the Board on February 11, 2014.

**Data source:** IBRD financial statements.

**26. Total revenue (US\$ billions):** Total revenues generated by IBRD and IDA. IBRD total revenue includes loan interest margin, 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), and other revenue from externally funded activities, commitment charges, and other revenues. IDA total revenue includes loan interest margin, income from investments net funding costs, net transfers and grants from IBRD and IFC, BETF income (contra of which is BETF expense), and commitment charges and other revenues.

**Data source:** IBRD and IDA financial statements.

**27. Average annual growth of IBRD business revenue (%):** Growth rate is the average for the cumulative business revenues for the period starting in fiscal year 2017 and ending in the given reporting fiscal year. IBRD business revenue includes income from IBRD loan interest margin, income from IBRD investments net of funding costs, and Bank-Executed Trust Fund (BETF) income (contra of which is BETF expense) and other revenues from externally funded activities, commitments and other revenues for IBRD.

**Data source:** IBRD financial statements.

**28. Average annual growth of IDA business revenue (%):** Growth rate is the average for the cumulative business revenues for the period starting in fiscal year 2017 and ending in the given reporting fiscal year. IDA business revenue includes loan interest margin, income from investments net of funding costs, net transfers and grants from IBRD and IFC, BETF income (contra of which is BETF expense), commitments charges and other revenue.

**Data source:** IDA financial statements.

### Strategic Alignment and Budget Efficiency

**29. IBRD Budget Anchor (%):** Administrative expenses as a share of operational revenues (loan spread revenue).

**Data source:** IBRD financial statements & Expenditure and Revenue Statements. | **Harmonization with other reports:** Forward Look.

**30. IDA Budget Anchor (%):** Administrative expenses as a share of operational revenues (IDA net revenue).

**Data source:** IDA financial statements & Expenditure and Revenue Statements. | **Harmonization with other reports:** Forward Look; IDA19 RMS.

**31. Operational units share of unit budgets (%):** Total share of unit Administrative Budget (BB) allocated to Operational Units excluding Grant Making Facilities (GMFs).

**Data source:** World Bank SAP.

**32. World Bank budget to portfolio volume ratio (IBRD + IDA) (%):** Total Administrative Budget (BB) per US\$ billion portfolio under supervision.

**Data source:** World Bank SAP & Business Warehouse. | **Harmonization with other reports:** IDA19 RMS.