WB updated Scorecards in April and September

2012

WB produced first Scorecard
IFC focused on learning and improving the design of the IFC Development Goals (IDGs) and continued to include its Scorecard in the annual strategy and budget papers
MIGA used Key Performance Indicators (KPIs)

2013

WB began reviewing Scorecard
IFC had implemented 2 IDGs and continued to share its Scorecard in the strategy and budget papers
MIGA continued to use its KPIs

WBG-wide Scorecard launched
WB revised Scorecard to align with WBG Scorecard
IFC began revising Scorecard and MIGA its KPIs to align with WBG Scorecard

2014

WB and WB updated Scorecards in April
IFC launched revised Scorecard
MIGA introduced its first Scorecard
WBG and WB updated Scorecards in October

2015

WBG and WB updated Scorecards in April and October

2016

WBG and WB updated Scorecards in April

2017

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

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

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

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

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

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

Manuela Ferro, Vice President, Operations Policy and Country Services, WB
Keiko Honda, Executive Vice President and Chief Executive Officer, MIGA
Stephanie Von Friedeburg, Vice President, IFC
Antonella Bassani, Vice President, Budget, Performance Review and Strategic Planning, WB
Bernard Lauwers, Vice President and Controller, WBG
Tier 1
Development Context
Long-term development outcomes that countries are achieving

Tier 2
Client Results
Outputs reported by WBG clients implementing WBG-supported operations

Tier 3
Performance
Operational and organizational effectiveness
To end extreme poverty and promote shared prosperity in a sustainable way
Tier 1 reports the long-term development outcomes and the broader context of countries in which the World Bank Group is operating. Improvements observed in Tier 1 indicators are the outcome of collective efforts by countries and their development partners, including the WBG.

**GROWTH**
- Population living on less than US$1.90 a day (%): 10.7% (2013)
- Agriculture value added per worker (constant 2010 US$): 1,778.4 US$ (2016)
- Gross capital formation (% of GDP): 30.7% (2015)

**SUSTAINABILITY AND RESILIENCE**
- Median growth rate of average real per capita income of the bottom 40%: 3.1% (2013)
- Countries without wealth depletion: 45.5% (2014)
- Countries with low or moderate risk from unsustainable debt: 58 (2016)
- CO₂ emissions (kg per 2011 PPP$ of GDP): 0.35 kg (2013)
The world has made major headways in reducing poverty. Extreme poverty has fallen in many countries, and a lower proportion of people worldwide live in extreme poverty. The potential for growth is increasing, and there are gains in closing access gaps among the poorest populations. Per capita growth in GDP has increased at nearly 3 percent since 2012. Under-5 mortality has fallen below 50 per 1,000 live births for the first time, and primary school completion has continued to rise, exceeding 75 percent in 2017.

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

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

### SUSTAINABILITY AND RESILIENCE

<table>
<thead>
<tr>
<th>SUSTAINABILITY AND RESILIENCE</th>
<th>Countries without wealth depletion</th>
<th>Countries with low or moderate risk from unsustainable debt</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline</strong></td>
<td>48.2 (2010) percent</td>
<td>63 (2012) percent</td>
</tr>
<tr>
<td><strong>Actual</strong></td>
<td>45.5 (2014) percent</td>
<td>58 (2016) percent</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUSTAINABILITY AND RESILIENCE</th>
<th>Countries mainstreaming disaster risk management</th>
<th>Population exposed to harmful air pollution (PM2.5)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline</strong></td>
<td>69 (2013) percent</td>
<td>975 (2010) percent</td>
</tr>
<tr>
<td><strong>Actual</strong></td>
<td>74 (2015) percent</td>
<td>975 (2015) percent</td>
</tr>
</tbody>
</table>

### GLOBAL ENVIRONMENTAL SUSTAINABILITY

<table>
<thead>
<tr>
<th>GLOBAL ENVIRONMENTAL SUSTAINABILITY</th>
<th>CO₂ emissions*</th>
<th>Average annual deforestation change*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline</strong></td>
<td>0.37 (2010) kg per 2010 PPP of GDP</td>
<td>0.10 (2010) percent</td>
</tr>
<tr>
<td><strong>Actual</strong></td>
<td>0.35 (2013) kg per 2010 PPP of GDP</td>
<td>0.09 (2015) percent</td>
</tr>
</tbody>
</table>

### GROWTH

<table>
<thead>
<tr>
<th>GROWTH</th>
<th>GDP per capita</th>
<th>Gross capital formation</th>
</tr>
</thead>
</table>

### INCLUSIVENESS

<table>
<thead>
<tr>
<th>INCLUSIVENESS</th>
<th>Countries with growth concentrated in the bottom 40%</th>
<th>Access to electricity (bottom 40% gap to average)</th>
<th>Employed persons remaining extremely poor</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline</strong></td>
<td>68.1 (2011) percent</td>
<td>64.9 (2013) percent</td>
<td>Baseline 15 (2013) percent</td>
</tr>
<tr>
<td><strong>Actual</strong></td>
<td>57.1 (2013) percent</td>
<td>63.6 (2017) percent</td>
<td>Actual 9.6 (2017) percent</td>
</tr>
<tr>
<td><strong>Actual in FCS</strong></td>
<td>n/a</td>
<td>23.9 (2017) percent</td>
<td>Actual 26.3 (2017) percent</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INCLUSIVENESS</th>
<th>Countries with equal economic opportunities for women in law</th>
<th>Primary school completion (bottom 40% gap to average)</th>
<th>Under 5 mortality rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline</strong></td>
<td>13 (2013) percent</td>
<td>73/9 (2013) percent</td>
<td>Baseline 52.2% (2012) percent per 1000 live births</td>
</tr>
<tr>
<td><strong>Actual</strong></td>
<td>22 (2015) percent</td>
<td>75/6.6 (2017) percent</td>
<td>Actual 47.0% (2015) percent per 1000 live births</td>
</tr>
<tr>
<td><strong>Actual in FCS</strong></td>
<td>6 (2015) percent</td>
<td>43.6/11.6 (2017) percent</td>
<td>Actual 78.1% (2015) percent per 1000 live births</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INCLUSIVENESS</th>
<th>Malnutrition, height for age</th>
<th>Access to safe water within a household (bottom 40% gap to average)</th>
<th>Access to improved sanitation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Baseline</strong></td>
<td>26 (2012) percent, children under 5</td>
<td>45/7 (2013) percent</td>
<td>Baseline 59.8% (2012) percent per 1000 live births</td>
</tr>
<tr>
<td><strong>Actual</strong></td>
<td>23.0% (2015) percent, children under 5</td>
<td>8/18 (2015) percent</td>
<td>Actual 61.7% (2015) percent per 1000 live births</td>
</tr>
<tr>
<td><strong>Actual in FCS</strong></td>
<td>37.1% (2015) percent, children under 5</td>
<td>58/10 (2015) percent</td>
<td>Actual 42.8% (2015) percent per 1000 live births</td>
</tr>
</tbody>
</table>

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*Baseline value or value for previously reported year updated | *Global - reported for all countries | n/a: Not applicable

Placeholders in CSC are not highlighted here; please refer to Annex 1 for more details.
Tier 2

Client Results

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

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

GROWTH

- 22.1 MILLION farmers reached with agricultural assets and services
- 29,111/35,557 GIGAWATT HOURS, ANNUAL expanded conventional/renewable power generation
- $30.2 BILLION private investments catalyzed

SUSTAINABILITY AND RESILIENCE

- 73.2 MILLION people, microenterprises, and SMEs reached with financial services
- 76,120 KM roads constructed and rehabilitated
- 96 COUNTRIES with strengthened public management systems
- 35 COUNTRIES (FY16) institutionalizing disaster risk reduction as a national priority
- 69 COUNTRIES supported on statistical capacity

MILLION STUDENTS

MILLION PEOPLE

MILLION TEACHERS

MILLION FARMERS

MILLION PEOPLE

MILLION PEOPLE

MILLION PEOPLE

MILLION PEOPLE

MILLION PEOPLE

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

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

- **286.5 million people** have received essential health, nutrition and population (HNP) services.
- **53.9 million people** provided with access to an improved water source.
- **44.5 million people** provided with access to improved sanitation facilities.
- **11.6 million teachers** were recruited or trained.
- **19.8 million students** were reached with learning assessments.
- **44.6 million beneficiaries** were covered by social safety net programs.
- **81.2 million people** provided with new or improved electricity service.
- **2.3 million students** received student loans through IFC support.

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<table>
<thead>
<tr>
<th>Country</th>
<th>Project Title</th>
<th>FY15–17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indonesia</td>
<td>Water Supply and Sanitation for Low-Income Communities Project</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.9 million people</td>
</tr>
<tr>
<td></td>
<td></td>
<td>with access to water</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.4 million people</td>
</tr>
<tr>
<td></td>
<td></td>
<td>with access to sanitation</td>
</tr>
<tr>
<td>Senegal</td>
<td>Electricity Sector Support Project</td>
<td>1.3 million people</td>
</tr>
<tr>
<td></td>
<td></td>
<td>with access to electricity</td>
</tr>
<tr>
<td>Afghanistan</td>
<td>Rural Access Project</td>
<td>833 people provided</td>
</tr>
<tr>
<td></td>
<td></td>
<td>with vocational training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2173 kilometers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>of roads rehabilitated</td>
</tr>
</tbody>
</table>

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

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

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

**National Dairy Support Project | FY17**

- **2.7 million farmers** reached with agricultural support service

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

### Mauritania

**Social Safety Net System Project | FY15–17**

- **100,000 of poorest households** provided with improved support

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

### Tajikistan

**Second Public Employment for Sustainable Agriculture and Water Resources Management Project | FY15–17**

- **120,000 hectares** provided with new irrigation or drainage services

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

<table>
<thead>
<tr>
<th>Private investments catalyzed</th>
<th>Farmers reached with agricultural assets and services</th>
<th>People, microenterprises, and SMEs reached with financial services</th>
<th>Expanded conventional/renewable power generation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline (FY13)</td>
<td>n/a</td>
<td>Baseline (FY13)</td>
<td>3.9 millions</td>
</tr>
<tr>
<td>Actual (FY17)</td>
<td>n/a</td>
<td>Actual (FY17)</td>
<td>22.1 millions</td>
</tr>
<tr>
<td>Actual in FCS (FY17)</td>
<td>n/a</td>
<td>Female beneficiaries (FY17)</td>
<td>2.1 millions</td>
</tr>
</tbody>
</table>

## SUSTAINABILITY & RESILIENCE

<table>
<thead>
<tr>
<th>Countries with strengthened public management systems</th>
<th>Countries institutionalizing disaster risk reduction as a national priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline (FY13)</td>
<td>107</td>
</tr>
<tr>
<td>Actual (FY17)</td>
<td>96</td>
</tr>
<tr>
<td>Actual in FCS (FY17)</td>
<td>23</td>
</tr>
</tbody>
</table>

## INCLUSIVENESS

<table>
<thead>
<tr>
<th>People provided with new or improved electricity service</th>
<th>Students reached</th>
<th>People who have received essential health, nutrition and population (HNP) services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline (FY13)</td>
<td>32.7 millions</td>
<td>Baseline (FY13)</td>
</tr>
<tr>
<td>Actual (FY17)</td>
<td>81.2 millions</td>
<td>Actual (FY17)</td>
</tr>
<tr>
<td>Actual in FCS (FY17)</td>
<td>1.4 millions</td>
<td>Actual in FCS (FY17)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>People provided with access to an improved water source</th>
<th>People provided with access to improved sanitation facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline (FY13)</td>
<td>38.4 millions</td>
</tr>
<tr>
<td>Actual (FY17)</td>
<td>53.9 millions</td>
</tr>
<tr>
<td>Actual in FCS (FY17)</td>
<td>9.6 millions</td>
</tr>
</tbody>
</table>

n/a: Not applicable

Placeholders in CSC are not highlighted here; please refer to Annex 1 for more details.
### WB Tier 2
**Client Results Supported by World Bank Operations**

#### Growth

<table>
<thead>
<tr>
<th></th>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
<th>Actual in FCS (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private investments catalyzed</td>
<td>$614,000 billions</td>
<td>$722,000 billions</td>
<td>$754,000 billions</td>
</tr>
<tr>
<td>People, microenterprises, and SMEs reached with financial services</td>
<td>15.3 millions</td>
<td>18.4 millions</td>
<td>0.02 millions</td>
</tr>
<tr>
<td>Farmers adopting improved agricultural technology</td>
<td>1.8 millions</td>
<td>4.87 millions</td>
<td>0.13 millions</td>
</tr>
<tr>
<td>Area provided with irrigation services</td>
<td>1.2 hectares, millions</td>
<td>3.55 hectares, millions</td>
<td>0.15 hectares, millions</td>
</tr>
<tr>
<td>Roads constructed and rehabilitated</td>
<td>95 kilometers, thousands</td>
<td>76.12 kilometers, thousands</td>
<td>18.37 kilometers, thousands</td>
</tr>
<tr>
<td>Generation capacity of conventional/renewable energy</td>
<td>1.430/0.04 megawatts</td>
<td>2.71/12.805 megawatts</td>
<td>27.0/0.07 megawatts</td>
</tr>
</tbody>
</table>

#### Inclusiveness

<table>
<thead>
<tr>
<th></th>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
<th>Actual in FCS (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>People provided with direct/inferred access to electricity</td>
<td>6.9/2.3 million</td>
<td>26.16/10.5 million</td>
<td>121/0.09 million</td>
</tr>
<tr>
<td>Students who have benefitted from learning assessments</td>
<td>15.5 million</td>
<td>19.81 million</td>
<td>10 million</td>
</tr>
<tr>
<td>Teachers recruited or trained</td>
<td>1.0 million</td>
<td>11.6 million</td>
<td>1.0 million</td>
</tr>
<tr>
<td>People who have received essential health, nutrition and population (HNP) services</td>
<td>250.9 million</td>
<td>273.2 million</td>
<td>27.3 million</td>
</tr>
<tr>
<td>People provided with access to an improved water source</td>
<td>35.3 million</td>
<td>47.8 million</td>
<td>9.6 million</td>
</tr>
<tr>
<td>Benefits covered by social safety net programs</td>
<td>374 million</td>
<td>44.6 million</td>
<td>71 million</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
<th>Actual in FCS (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>People provided with access to improved sanitation facilities</td>
<td>6.8 million</td>
<td>20.7 million</td>
<td>0.5 million</td>
</tr>
<tr>
<td>Beneficiaries covered by social safety net programs</td>
<td>374 million</td>
<td>44.6 million</td>
<td>71 million</td>
</tr>
</tbody>
</table>

#### Sustainability & Resilience

<table>
<thead>
<tr>
<th></th>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
<th>Actual in FCS (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Countries with strengthened public management systems in civil service and public administration</td>
<td>29 number</td>
<td>38 number</td>
<td>8 number</td>
</tr>
<tr>
<td>Countries with strengthened public management systems in tax policy and administration</td>
<td>24 number</td>
<td>38 number</td>
<td>10 number</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
<th>Actual in FCS (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Countries with strengthened public management systems in public financial management</td>
<td>56 number</td>
<td>67 number</td>
<td>17 number</td>
</tr>
<tr>
<td>Countries supported on statistical capacity</td>
<td>16 number</td>
<td>21 number</td>
<td>3 number</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Baseline (FY13)</th>
<th>Actual (FY16)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Countries institutionalizing disaster risk reduction as a national priority</td>
<td>903 million tons CO2 equivalent</td>
<td>44.5 million tons CO2 equivalent</td>
</tr>
<tr>
<td>Emission reductions with support of special climate instruments</td>
<td>1,270,000/1,264,000 MWh and MJ</td>
<td>8.38x10^9/3.02x10^9 MWh and MJ</td>
</tr>
<tr>
<td>Projected lifetime energy and fuel savings</td>
<td>65.984/237,542,400 tons and MJ</td>
<td></td>
</tr>
</tbody>
</table>

n/a: Not applicable

Placeholders in CSC are not highlighted here; please refer to Annex 1 for more details.
Tier 3

Performance

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

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

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

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

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

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

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

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

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

Strategic context

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

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

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

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

Financial sustainability

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

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

Managing talent

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

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

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

**Moderate gap from target**
- Stakeholder feedback on WBG/WB effectiveness and impact on results, and knowledge
- Satisfactory completion of WBG country strategies

**Wide gap from target**
- Satisfactory outcomes of IFC operations

**Traffic lights**

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

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

Strategic context

**Fully met or close to meeting target**
- Country strategies underpinned by a Systematic Country Diagnostic (SCD)
- Gender integration in country strategies, and gender reporting and actions in operations
- Projects with beneficiary feedback indicator at design

**Moderate gap from target**
- Staff perception of WBG collaboration

**Monitored**
- Climate-related commitments
- Share of CPFs with at least one joint objective in the results matrix
Operational delivery for clients

**Fully met or close to meeting target**
- Disbursement ratio
- Bank performance ratings at supervision

**Monitored**
- IBRD/IDA commitments
- IBRD/IDA disbursements
- Satisfactory WBG performance in country strategies
- Staff time spent across regions
- MIGA’s preparation time

**Moderate gap from target**
- Bank performance ratings at entry
- Projects with baseline data for all PDO indicators in the first ISR

**Wide gap from target**
- Preparation time
- Operations design drawing lessons from evaluative approaches

Financial sustainability

**Fully met or close to meeting target**
- Maximum loan exposure for IBRD
- Gross expenditure reduction

**Monitored**
- Total revenue for WBG & WB

Managing talent

**Fully met or close to meeting target**
- Staff perception of employee engagement, managerial effectiveness, and inclusion
- Staff diversity

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

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

<table>
<thead>
<tr>
<th>Satisfactory completion of country strategies</th>
<th>Satisfactory outcomes of WBG operations - World Bank</th>
<th>Satisfactory outcomes of WBG operations - IFC</th>
<th>Satisfactory outcomes of WBG operations - MIGA</th>
<th>Bank Advisory Services and Analytics (ASA) objectives accomplished</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline (FY13)</td>
<td>55 (FY10-13) percent, 49 rating</td>
<td>Baseline (FY13)</td>
<td>71.2 (FY10-12) percent, 93 rating</td>
<td>Baseline (FY13)</td>
</tr>
<tr>
<td>Actual (FY17)</td>
<td>67 (FY14-17) percent, 59 rating</td>
<td>Actual (FY17)</td>
<td>74.3 (FY14-16) percent, 92 rating</td>
<td>Actual (FY17)</td>
</tr>
<tr>
<td>Actual in FCS (FY17)</td>
<td>42 (FY14-17) percent, 71 rating</td>
<td>Actual in FCS (FY17)</td>
<td>68.3 (FY14-16) percent, 92 rating</td>
<td>Actual in FCS (FY17)</td>
</tr>
<tr>
<td>Target (FY17)</td>
<td>70 percent, 75 rating</td>
<td>Target (FY17)</td>
<td>75 percent, 75 rating</td>
<td>Target (FY17)</td>
</tr>
</tbody>
</table>

### Strategic Context

<table>
<thead>
<tr>
<th>Stack of country strategies underpinned by a Systematic Country Diagnostic (SCD)</th>
<th>Climate-related WBG commitments</th>
<th>Gender-integrated country strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline (FY13)</td>
<td>31.3 (FY15) percent</td>
<td>Baseline (FY13)</td>
</tr>
<tr>
<td>Actual (FY17)</td>
<td>85 percent</td>
<td>Actual (FY17)</td>
</tr>
<tr>
<td>Actual in FCS (FY17)</td>
<td>100 percent</td>
<td>Actual in FCS (FY17)</td>
</tr>
<tr>
<td>Target (FY17)</td>
<td>100 percent, on-track</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Share of Country Partnership Frameworks (CPF) that have at least one joint objective in the results matrix</th>
<th>Staff time spent across GPs/CCSAs</th>
<th>Staff perception of WBG collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline (FY13)</td>
<td>83.3 (FY15) percent</td>
<td>Baseline (FY13)</td>
</tr>
<tr>
<td>Actual (FY17)</td>
<td>100 percent</td>
<td>Actual (FY17)</td>
</tr>
<tr>
<td>Actual in FCS (FY17)</td>
<td>100 percent</td>
<td>Actual (FY17)</td>
</tr>
<tr>
<td>Target (FY17)</td>
<td>100 percent, on-track</td>
<td></td>
</tr>
</tbody>
</table>

### Financial Sustainability and Efficiency

<table>
<thead>
<tr>
<th>Total revenue</th>
<th>Average annual growth of WBG business revenue</th>
<th>Gross expenditure reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline (FY13)</td>
<td>8.5 US$ billions</td>
<td>Baseline (FY13)</td>
</tr>
<tr>
<td>Actual (FY17)</td>
<td>9.0 US$ billions</td>
<td>Actual (FY17)</td>
</tr>
<tr>
<td>Target (FY17)</td>
<td>Target (FY17)</td>
<td>Target (FY17)</td>
</tr>
</tbody>
</table>

### Operational Delivery for Clients

<table>
<thead>
<tr>
<th>Satisfactory WBG performance for country strategies</th>
<th>WBG commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline (FY13)</td>
<td>72 (FY10-13) percent, 83 rating</td>
</tr>
<tr>
<td>Actual (FY17)</td>
<td>57 (FY14-17) percent, 83 rating</td>
</tr>
<tr>
<td>Actual in FCS (FY17)</td>
<td>50 (FY14-17) percent, 83 rating</td>
</tr>
<tr>
<td>Target (FY17)</td>
<td>75 percent, 83 rating</td>
</tr>
</tbody>
</table>

### Managing Talent

<table>
<thead>
<tr>
<th>Employee engagement</th>
<th>Managerial effectiveness</th>
<th>Staff diversity</th>
<th>Inclusion index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline (FY13)</td>
<td>71 percent</td>
<td>Baseline (FY13)</td>
<td>67 percent</td>
</tr>
<tr>
<td>Actual (FY17)</td>
<td>79 percent</td>
<td>Actual (FY17)</td>
<td>74 percent</td>
</tr>
<tr>
<td>Target (FY17)</td>
<td>Target (FY17)</td>
<td>Target (FY17)</td>
<td>71 percent</td>
</tr>
</tbody>
</table>

### Note

- No current update available | n/a: Not applicable | **: Different data source used for baseline and FY17 value
- Rating and traffic lights assigned to each indicator are based on assessment of trend and progress toward target value for FY17
- Fully met or close to meeting target | Moderate gap from target | Wide gap from target | Monitored
## WB Tier 3 | World Bank Performance

### Development Impact

**Satisfactory outcomes for IBRD/IDA operations as a share of operations**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>71.2 (FY10-12)</td>
<td>74.3 (FY14-16)</td>
</tr>
<tr>
<td>81.8 (FY10-12)</td>
<td>85.6 (FY14-16)</td>
</tr>
<tr>
<td>81.8 (FY10-12)</td>
<td>78.7 (FY14-16)</td>
</tr>
<tr>
<td>80 (FY17)</td>
<td>80 (FY17)</td>
</tr>
</tbody>
</table>

**Advisory Services and Analytics (ASA) objectives accomplished**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>61** percent, client rating</td>
<td>70 percent, client rating</td>
</tr>
<tr>
<td>6.6 scale 1-10</td>
<td>7.0 scale 1-10</td>
</tr>
</tbody>
</table>

**Client feedback on WB effectiveness and impact on results**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.6 scale 1-10</td>
<td>6.8 scale 1-10</td>
</tr>
<tr>
<td>6.3 scale 1-10</td>
<td>Watch</td>
</tr>
<tr>
<td>70 percent</td>
<td>Watch</td>
</tr>
</tbody>
</table>

### Operational Delivery for Clients

**IBRD/IDA commitments**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>31.5 US$ billions</td>
<td>42 US$ billions</td>
</tr>
<tr>
<td>7 US$ billions</td>
<td>0.04</td>
</tr>
</tbody>
</table>

**Time from concept note to first disbursement**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>28 months</td>
<td>25.4 months</td>
</tr>
<tr>
<td>22.3 months</td>
<td>Cut by 1/3</td>
</tr>
<tr>
<td>20 percent</td>
<td>100 percent</td>
</tr>
</tbody>
</table>

**Staff time spent across Regions**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.7 (FY15)</td>
<td>7.2 percent</td>
</tr>
<tr>
<td>55.9 US$ million</td>
<td></td>
</tr>
</tbody>
</table>

### Strategic Context

**Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD)**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>313 (FY15)</td>
<td>86 percent</td>
</tr>
<tr>
<td>100 percent</td>
<td>100 percent</td>
</tr>
<tr>
<td>100 percent</td>
<td>100 percent</td>
</tr>
<tr>
<td>75 percent</td>
<td>75 percent</td>
</tr>
</tbody>
</table>

**Projects with beneficiary feedback indicator at design**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 (FY14)</td>
<td>90 percent</td>
</tr>
<tr>
<td>93 percent</td>
<td>93 percent</td>
</tr>
<tr>
<td>100 percent</td>
<td>100 percent</td>
</tr>
<tr>
<td>55 percent</td>
<td>55 percent</td>
</tr>
</tbody>
</table>

**Resolved registered grievances**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>75 percent</td>
<td>75 percent</td>
</tr>
<tr>
<td>11 US$ billions</td>
<td>11 US$ billions</td>
</tr>
</tbody>
</table>

### Financial Sustainability and Efficiency

**IBRD maximum loan exposure**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>173 US$ billion</td>
<td>209 US$ billion</td>
</tr>
<tr>
<td>54 percent</td>
<td>Positive growth</td>
</tr>
<tr>
<td>0.5 percent</td>
<td>watch</td>
</tr>
</tbody>
</table>

**IBRD budget anchor**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>155 percent</td>
<td>107 percent</td>
</tr>
<tr>
<td>0.86 percent</td>
<td>watch</td>
</tr>
</tbody>
</table>

**IBRD/IDA disbursements**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 US$ billions</td>
<td>7.2 percent</td>
</tr>
<tr>
<td>54 percent</td>
<td>73 percent</td>
</tr>
<tr>
<td>88 percent</td>
<td>100 percent</td>
</tr>
</tbody>
</table>

### Managing Talent

**Employee engagement**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>71 percent</td>
<td>80 percent</td>
</tr>
<tr>
<td>77 percent</td>
<td>77 percent</td>
</tr>
<tr>
<td>63 percent</td>
<td>63 percent</td>
</tr>
</tbody>
</table>

**Managerial effectiveness**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>67 percent</td>
<td>71 percent</td>
</tr>
<tr>
<td>1.0 index</td>
<td>1.0 index</td>
</tr>
</tbody>
</table>

**Staff diversity**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.86</td>
<td>0.90</td>
</tr>
</tbody>
</table>

**Inclusion index**

<table>
<thead>
<tr>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>53 (FY15)</td>
<td>63 percent</td>
</tr>
<tr>
<td>67 percent</td>
<td></td>
</tr>
</tbody>
</table>

---

1. IDA projects only. 2. IDA and other projects. 3. No current data available. 4. Not applicable. **Different data source used for baseline and FY17 value**

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

- Fully met or close to meeting target
- Moderate gap from target
- Wide gap from target
- Monitored
Corporate Scorecard Definitions

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

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

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

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

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

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


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


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


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


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


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

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

**Access to electricity** (%: bottom 40%, and gap to average): Percentage of the poorest 40% of population of each country with available data (excluding China) that have access to electricity through a household connection, and the gap to the country’s average electricity access rate. Electricity refers to the public or quasi-public service availability of electricity from mains. It refers to having an electrical connection and does not reflect details about actual electrical service received by the household. Bottom 40% is defined as the poorest 40% of each country. The data are not to be interpreted as data for the poorest 40% globally. The gap is calculated as the difference between the country’s total population average rate and the average rate for the poorest 40% of the population. Average, weighted by the total population. Data are available for 97 (24 FCS) countries. The baseline data are from World Bank, the International Income Distribution database. The current estimates are from World Bank, The Global Micro Database.


**Employed persons remaining extremely poor** (%: age 15+): Percentage of extremely poor among employed people of age 15+. The employed comprise all persons of working age who, during a specified brief period such as one week or one day, were in the following categories: (a) paid employment (whether at work or with a job but not at work); or (b) self-employment (whether at work or with an enterprise but not at work). Extremely poor are defined as people who live under US$1.90 a day at 2011 international prices. Average, weighted by the total population. Data are available for 126 (20 FCS) countries. The baseline data are from World Bank, International Income Distribution database. The current estimates are from World Bank, The Global Micro Database.


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


**Primary school completion rate** (%: ages 15-19; bottom 40% and gap to average): Percentage of the poorest 40% of persons aged 15-19 who have completed primary school education, and the gap to the country’s average rate. The data are not to be interpreted as data for the poorest 40% globally. The gap is calculated as the difference between the country’s total population average rate and the average rate for the poorest 40% of population. Average, weighted by the total population. Data are available for 128 (23 FCS) countries. The baseline data are from World Bank, International Income Distribution database. The current estimates are from World Bank, The Global Micro Database.


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

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

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

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

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

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


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

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

Countries without wealth depletion \%(\text{number})\): Percentage of countries with zero or positive Population-Adjusted Net Saving (PANS), which indicates a country’s ability to sustain income and welfare for its (growing) population in the future. PANS is based on gross national savings adjusted for changes in all assets: physical (i.e., depreciation in fixed capital), human (e.g., education expenditure), and natural capital (i.e., mineral, energy, and forest depletion), and accounting for the wealth-diluting effects of population growth. Historic and current estimates are based on updated data sources and methodology for the forthcoming The Changing Wealth of Nations 2017. Data are reported for a balanced set of countries with data available for the reference years (2010 – 2014).


Countries with low or moderate risk from unsustainable debt \%(\text{number})\): Number of countries rated 4.0 and above the 1-6 scale on question 3. A of the Country Policy and Institutional Assessment (CPIA). The indicator rating is based on debt policy criteria and assesses whether a country’s debt management policy is conducive to ensure medium-term debt sustainability and minimize budgetary risk. The criteria cover the extent to which external and domestic debt is contracted, with a view to achieving/maintaining debt sustainability. The CPIA rates countries against a set of 16 criteria grouped in four clusters: (a) economic management; (b) structural policies; (c) policies for social inclusion and equity; and (d) public sector management and institutions. For data comparability purposes, the 2016 number includes countries that were not assessed in 2016-2014 because of changes in country coverage, but that were included in the previous years, with 2015-2013 ratings. The 2016 number excludes Korea, which graduated from IBRD in FY16.


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

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

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

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


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


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

The Results sections of the World Bank Group and World Bank Corporate Scorecards report results achieved by clients implementing operations supported by the World Bank Group/World Bank. Results reported are three-year incremental results, as reported by active projects that closed during the three-year reporting period (currently FY15-17).

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

WORLD BANK GROUP

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

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

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

> Private capital mobilized: Financing from private entities other than the WBG that becomes available to clients at financial close because of the WBG’s active and direct involvement in raising those resources.

> Private cofinance: For the purposes of the CSC, this should be understood to be “private financing of operations” to avoid confusion with other WBG “cofinancing” concepts.

> Private finance catalyzed: Private sector investment resulting from the WBG’s involvement in a transaction, operation, or non-financing activity. Includes investment made as a result of an operation after it is completed.

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

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

Farmers reached with agricultural assets and services (millions): Farmers who were provided with agricultural assets and services under WBG-supported operations. Data: FY15-FY17.

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

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


People, microenterprises, and SMEs reached with financial services (millions): Number of people, microenterprises, and small and medium-sized enterprises (SMEs) reached with financial services by WBG-supported operations. Data: FY15-FY17.

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

> IFC and MIGA count a broader range of financial services, with data disaggregated between individuals/microenterprises and SMEs:

- **Individuals/microfinance:** This category counts deposit accounts; the number of outstanding micro, housing, and retail loans; and clients reached with insurance and pensions. IFC and MIGA count the year-end number of outstanding loans, clients insured, and deposit accounts. Microfinance loan is defined as a commercial loan with amount at origination up to US$10,000. Retail loans include consumer credit cards, store cards, motor (auto) finance, personal loans (installment loans), consumer lines of credit, and retail loans (retail installment loans).

- **SME finance:** SME finance includes SME loans, leasing, and enterprise insurance. SME loan is defined as a commercial loan with amount at origination between US$10,000 and US$1,000,000 (or US$2,000,000 in more advanced economies). Enterprise insurance includes the number of non-life commercial lines and agribusiness.


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**Expanded conventional/renewable power generation** (gigawatt hours, annual): Gigawatt hours of conventional and renewable power generation produced annually with the support of WBG-supported operations. Renewable energy is defined to include hydropower and power from wind, solar, geothermal, and other renewable sources. **Data:** FY15-FY17.

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


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**People provided with new or improved electricity service** (millions): Number of people that have received a new connection or improved service from increased power generation or new or upgraded distribution/transmission lines as a result of WBG-supported operations. **Data:** FY15-FY17.

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


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

- The World Bank contribution includes the total number of students in all countries that benefited from World Bank-supported projects or activities supporting classroom assessment, examinations, or national or international assessments. The number of students benefiting from the assessment is calculated as the total number of students in the targeted cycle in each of the countries supported. The cycle refers to International Standard Classification of Education (2011) categorization: primary, lower secondary, upper secondary education. The students are counted only if the government scores 5 or higher (the highest score is 6) in the Assessment Rubric based on the Systems Approach for Better Education Results Framework, which measures the extent to which the country is using the results of the assessments to enhance the quality of education. Results achieved by projects approved between FY11 and FY15, as an approximation of the last 3-year results. Precise results achieved in the last three fiscal years cannot be determined, given that students’ benefits accrue over time.
- IFC and MIGA count the number of full-time-equivalent (FTE) students enrolled annually in institutions receiving support from IFC or MIGA. Student FTE represents the institution’s best academic judgment of the full-time equivalency of the students. The full-time equivalence of students on part-time courses should be established by comparison with a comparable full-time course. Part-time students should be returned as a proportion of an equivalent full-time course. The Student FTE of part-time study can be estimated on either a “credit” or a “time” basis. The number of student loans provided by financial institutions receiving support from IFC and MIGA also counts toward the total number of students reached by IFC/MIGA, where each loan outstanding is used as a proxy for one student.

People who have received essential health, nutrition, and population (HNP) services (millions): Number of people that have received any of the essential HNP services supported by WBG operations. Data: FY15-FY17.

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

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


People provided with access to an improved water source (millions): Number of people who benefited from improved water supply services provided by WBG-supported operations. Data FY15-FY17.

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

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


People provided with access to improved sanitation facilities (millions): Number of people who benefited from improved sanitation facilities through WBG-supported operations. Data FY15-FY17.

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

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


Countries with strengthened public management systems (number): Number of countries in which a particular public management system has been strengthened through WBG-supported operations. Indicator aggregates countries that have demonstrated public management system strengthening in at least one of the following areas: (a) civil service and public administration, (b) tax policy and administration, (c) public financial management, (d) procurement, and (e) improvements in investment climate for private sector. Data: FY15-FY17.

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

> IFC contribution covers countries in area (e) with improved investment climate for private sector Number of countries that have improved relevant performance measures such as “promoting and retaining investments,” “strengthening competition,” and reducing the “time and cost of key services to business,” with some measures being captured at a sector-specific level.


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

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

Climate change mitigation and adaptation: Definition allowing aggregation across WBG under development.
The Results section of the World Bank Corporate Scorecard reports results achieved by World Bank clients, supported by World Bank operations (IDA, IBRD, and recipient-executed trust funds). Results reported are incremental results achieved during a three-year reporting period (currently fiscal years 2013-2015) based on project results reporting.

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

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

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

**People, microenterprises, and SMEs reached with financial services** (millions): Number of people, microenterprises, and SMEs reached with financial services under Bank-supported operations. Financial services refer primarily to loans outstanding to individuals, microenterprises, and SMEs. Efforts will be made in the future to also cover additional financial services supported by the World Bank, such as access to deposit account. *Data: FY15-FY17.*

**Farmers adopting improved agricultural technology** (millions): Number of farmers adopting improved agricultural technology under Bank-supported operations. Improved agricultural technology includes a change in practices compared to currently used practices or technologies (e.g., seed preparation, planting time, feeding schedule, feeding ingredients, post-harvest storage, processing, etc.). If the project introduced or promoted a technology package in which the benefit depended on the application of the entire package (e.g., a combination of inputs such as a new variety and advice on agronomic practices such as soil preparation, changes in seeding time, fertilizer schedule, plant protection, etc.) this counts as one technology. *Data: FY15-FY17.*

**Area provided with irrigation services** (hectares, millions): Area provided with new and/or improved irrigation services under Bank-supported operations. *Data: FY15-FY17.*

**Roads constructed and rehabilitated** (kilometers, thousands): Kilometers of all roads constructed, reopened to motorized traffic, rehabilitated, or upgraded under Bank-supported operations. *Data: FY15-FY17.*

**Generation capacity of conventional/renewable energy** (megawatts): Megawatts of generation capacity of conventional and renewable energy constructed or rehabilitated under Bank-supported programs. Renewable energy includes hydropower and power from wind, solar, geothermal, and other renewable sources. This is the summation of two of the Bank’s Core Sector Indicators: “Generation capacity of hydropower constructed under the project” and “Generation capacity of renewable energy (other than hydropower) constructed under the project”. *Data: FY15-FY17.*

**People provided with direct/inferred access to electricity** (millions): Number of people provided with direct and inferred access to electricity under Bank-supported operations. Direct access is measured as the number of people that benefited from new grid or off-grid household connections. Inferred access is measured as the number of people that benefitted from the increased generation capacity, a proportion of whose output is...
reasonably estimated to be powering new household connections. Data: FY15-FY17.
Source: World Bank SAP | Frequency: Annual (covers a 3-year period).

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

**Teachers recruited or trained** (millions): Number of additional primary-level teachers recruited and/or trained under Bank-supported operations. Data: FY15-FY17.
Source: World Bank SAP | Frequency: Annual (covers a 3-year period).

**People who have received essential health, nutrition, and population (HNP) services** (millions): Number of people who have received any of the essential HNP services, which, depending on the country context, include children immunized; pregnant women who have received antenatal care; deliveries attended by skilled health personnel; women who have received family planning services; women and children who have received basic nutrition services; adults and children who have received tuberculosis treatment (WHO-recommended Directly Observed Treatment Short Course (DOTS)); adults and children who have received treatment for malaria; adults and children who have received antiretroviral therapy; children who have received treatment for pneumonia; children who have received treatment for diarrhea; adults who have received screening for high blood pressure; adults who have received treatment for high blood pressure; adults who have received screening for diabetes; adults who have received treatment for diabetes; adults who have received screening for cancer; adults who have received treatment for cancer; adults who have received treatment for mental illness. The current edition of the Corporate Scorecard aggregates the following HNP results: children immunized; pregnant women receiving antenatal care; birth (deliveries) attended by skilled health personnel; pregnant/lactating women, adolescent girls, and children under 5 reached by nutrition services; and people receiving tuberculosis treatment in accordance with WHO-recommended DOTS. Work is under way to expand reporting also to all the HNP services listed above. Female beneficiaries are counted for only those services that specifically target female beneficiaries (antenatal care and deliveries attended by skilled personnel). The actual number of female beneficiaries is higher as it also includes a proportion of beneficiaries for other services (e.g. immunization and nutrition). Data: FY15-FY17.
Source: World Bank SAP | Frequency: Annual (covers a 3-year period).

**People provided with access to an improved water source** (millions): Number of additional people who benefited from improved water sources (following the UNICEF-WHO Joint Monitoring program definition) provided under World Bank-supported operations. Data: FY15-FY17.
Source: World Bank SAP | Frequency: Annual (covers a 3-year period).

**People provided with access to improved sanitation facilities** (millions): Number of additional people who benefitted from improved sanitation facilities (following the UNICEF-WHO Joint Monitoring program definition) provided under World Bank-supported operations. Data: FY15-FY17.
Source: World Bank SAP | Frequency: Annual (covers a 3-year period).

**Beneficiaries covered by social safety net programs** (millions): Number of individual beneficiaries of Bank-supported social safety net programs. Data: FY15-FY17.
Source: World Bank SAP | Frequency: Annual (covers a 3-year period).

**Countries with strengthened public management systems** (number): Number of countries in which a particular public management system has been strengthened under Bank-supported operations. Institutional strengthening is measured by changes in the "behavior" or "performance" of public agents (consistent with Indicators of the Strength of Public Management System (ISPMS) methodology). The indicator aggregates countries that have demonstrated public management system strengthening in the following areas:
> Civil service and public administration: Countries would have improved relevant ISPMS performance measures, such as increasing the “share of merit-based appointments,” reducing the “time for key services and administrative processes,” or increasing the “percentage of the population reporting satisfaction with central government services.”

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

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

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

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

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

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

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

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

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

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

**Countries supported on statistical capacity** (number): Number of countries that have been supported by IBRD/IDA and trust fund operations typically funded by the Statistics for Results Facility Catalytic Fund, the Trust Fund for Statistical Capacity Building, and the STATCAP lending operations—both development policy financing and investment project financing operations. The indicator measures the Bank’s contribution to building and sustaining client countries’ capacity to generate the data needed to support development through an effective use of statistics to design policy, monitor its implementation, and promote accountability and transparency. *Data: FY15-FY17 for active projects.*

Source: World Bank SAP | Frequency: Annual (covers a 3-year period).
Tier 3: WORLD BANK GROUP/WORLD BANK PERFORMANCE

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

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

WORLD BANK GROUP

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


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

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

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

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

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

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


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


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

Source: IFC data management system. | Frequency: Annual.

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### Stakeholder feedback on World Bank Group’s effectiveness and impact on development results

**Mean score for the answer provided by WBG stakeholders to the following questions from the annual WBG Country Opinion Survey Program:**

(a) “Overall, please rate your impression of the WBG’s effectiveness in your country,” and (b) “To what extent does the WBG’s work help to achieve development results in your country?”

(Using a 10-point scale with 1 being “not effective at all” or “to no degree at all,” and 10 being “very effective” or “to a very significant degree”). WBG stakeholders are all respondents to the Country Opinion Survey from a range of stakeholder groups, including government institutions and agencies, development partners, private sector, civil society, nongovernmental organizations (NGOs), academia, and media. The indicator reflects the current fiscal year ratings (FY 2017), i.e., for one-third of all WBG client countries surveyed during each three-year cycle (36 client countries were surveyed in FY 2017).


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### Stakeholder feedback on World Bank Group knowledge

**Mean score for the answer provided by WBG stakeholders to the question from the annual Country Opinion Survey (COS) Program:**

“Overall, how significant a contribution do you believe the WBG’s knowledge work and activities make to development results in your country?”

(Based on a 10-point scale with 1 being “not significant at all” and 10 being “very significant”). WBG stakeholders are all respondents to the Country Opinion Survey from a range of stakeholder groups including government institutions and agencies, development partners, private sector, civil society, NGOs, academia, media. The indicator reflects the current fiscal year ratings (FY 2017), i.e., for one-third of all WBG client countries surveyed during each three-year cycle (36 client countries were surveyed in FY 2017).


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

**Mean score for the answer provided by WBG clients to the following questions from the annual WBG Country Opinion Survey (COS) Program:**

(a) “Overall, please rate your impression of the WBG’s effectiveness in your country.” and (b) “To what extent does the WBG’s work help to achieve development results in your country?”

(Based on a 10-point scale with 1 being “not effective at all” or “to no degree at all,” and 10 being “very effective” or “to a very significant degree”). WBG clients are defined as respondents who report in the Country Opinion Survey that they collaborate with the institution. The indicator reflects the current fiscal year ratings (FY 2017), i.e., for one-third of all WBG client countries surveyed during each three-year cycle (36 client countries were surveyed in FY 2017).


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### Client feedback/satisfaction on IFC Investment/Advisory Services

**Percent of IFC Investment Services (IS)/ Advisory Services (AS) clients who were either satisfied or very satisfied with IFC’s overall service.**

The IS Client Survey surveys clients that have had a first disbursement in the current fiscal year (new business) and past clients (portfolio). The AS Client Survey surveys a sample of clients with projects that are active or closed during the survey period and that meet a number of eligibility criteria.


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### Stock of country strategies underpinned by a Systematic Country Diagnostic (SCD)

**Percentage of the WBG country strategies.**


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### Climate-related World Bank Group commitments

**Annual dollar amount of WBG commitments that are addressing climate change mitigation or adaptation.**

Development activities provide climate change co-benefits when they contribute to climate change adaptation and/or mitigation, even when adaptation and/or mitigation is not their main objective. In other words, an activity can provide adaptation and/or mitigation co-benefits both when climate change is among its stated objectives and when it is one of the positive externalities. The climate finance system tracks lending commitments with climate change co-benefits at the time of project approval, not the amount of emission reductions or increased climate resilience resulting from the financing associated with each operation.
> An activity provides adaptation co-benefits if it reduces the vulnerability of human or natural systems to the impacts of climate change and climate variability-related risks by maintaining or increasing adaptive capacity and resilience.

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


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


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


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


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


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


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

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

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

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

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

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

Source: Project Implementation Status and Results Reports, Implementation Completion and Results Reports, IFC Core Mobilization measure, and MIGA Mobilization measure. | Frequency: Annual.
**Private capital mobilized (direct) (US$ billions):** Amount of financing from a private entity on commercial terms due to the active and direct involvement of the WBG leading to commitment. Evidence of active and direct involvement includes mandate letters, fees linked to financial commitment or other validated or auditable evidence of the WBG’s active and direct role leading to commitment of other private financiers. PDM does not include sponsor financing.

*Source: Missing. | Frequency: Missing*

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


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

*Source: IFC data management system. | Frequency: Annual.*

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

*Source: MIGA dashboard. | Frequency: Annual.*

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

*Source: Time Recording System. | Frequency: Annual.*

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

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

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

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

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

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

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

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

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

*Source: Financial statements for IBRD, IDA, IFC, and MIGA. | Frequency: Annual (year-end data).*
Business revenue for MIGA is revenue generated from the guarantee portfolio, net of premium ceded to reinsurers and brokerage expenses, and including fees and commissions.

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

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


Employee Engagement Index (%): The Employee Engagement Index measures a staff member’s pride in the institution, willingness to advocate, sense of belonging and contribution, and willingness to go the extra mile (“say, stay, and strive”). For the 2016 Engagement Survey, the index comprised four survey questions grouped into three categories: (a) Q1, “I am proud to work at WBG,” and Q2, “The WBG is the best place to work in development” (SAY); (b) Q3, “I feel a strong sense of belonging to WBG” (STAY); and (c) Q4, “The WBG inspires me to do my best work” (STRIVE).


Managerial Effectiveness Index (%): The Managerial Effectiveness Index measures the successful application of a manager’s technical and people skills to effectively lead their team. Specifically, it assesses managerial capabilities such as honesty and integrity, fairness to all staff, and taking informed risks. It is constructed using eight survey questions that focus on a manager’s: (a) Q15, technical skills; (b) Q16, people skills; (c) Q18, Q19, Q21, helping staff to succeed; and (d) Q17, Q20, and Q22, exemplifying WBG values to staff.


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


Inclusion Index (%): The Inclusion Index measures the degree to which the WBG creates a diverse and inclusive environment that fosters equal opportunities for everyone to succeed in the workplace, regardless of demographic characteristics. The Index comprises three attributes based on seven questions in the Employee Engagement Survey: (a) Q34 and Q56, creating an environment of trust and inclusiveness; (b) Q31, Q35, and Q57, managerial commitment and accountability for diversity and inclusion; and (c) Q54 and Q55, treating staff with fairness, dignity, and respect.

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


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


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**Client feedback on World Bank’s effectiveness and impact on results** (scale: 1-10): Mean score for the answer provided by WB clients to the following questions from the annual Country Opinion Survey (COS) Program: (a) “Overall, please rate your impression of the WB’s effectiveness in your country,” and (b) “To what extent does the WB’s work help to achieve development results in your country?” (Based on a 10-point scale with 1 being “not effective at all” or “to no degree at all,” and 10 being “very effective” or “to a very significant degree”). WB clients are defined as respondents who report in the COS that they collaborate with the institution. The indicator reflects the current fiscal year ratings (FY 2017), i.e. for one-third of all WB client countries surveyed during each three-year cycle (36 client countries were surveyed in FY 2017).


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**Client Feedback on World Bank’s responsiveness and staff accessibility** (scale: 1-10): Mean score for the answer provided by WB clients to the following questions from the annual COS Program: “To what extent is the WB an effective development partner in your country, in terms of (a) responsiveness, and (b) staff accessibility?” (Based on a 10-point scale with 1 being “to no degree at all”, and 10 being “to a very significant degree”). WB clients are defined as respondents who report in the COS that they collaborate with the institution. The indicator reflects the current fiscal year ratings (FY 2017), i.e. for one-third of all WB client countries surveyed during each three-year cycle (36 client countries were surveyed in FY 2017).


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

Source: World Bank PAD reviews.

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


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

Source: World Bank PAD. Program document reviews.

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


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

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

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

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

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

Source: World Bank ICR Reports.

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

Source: World Bank SAP.

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

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

Source: World Bank ISR and ICR Reports reviews.

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

Source: World Bank SAP.

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

Source: Independent Evaluation Group.

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

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

*Source: World Bank SAP*

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


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


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

*Source: World Bank SAP*

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**Operations design drawing lessons from evaluative approaches (%)**: Share of operations approved in a reporting fiscal year that document lessons learned—from impact evaluations, IEG reviews of ICR Reports, or such other analytical and evaluative documents as Public Expenditure Reviews and Country Financial Accountability Assessments—and reflect them in the project design. Includes IBRD, IDA, GEF, large RETF, Special Financing, and Montreal Protocol.

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

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


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

*Source: IBRD and IDA Financial Statements.*

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

*Source: IBRD and IDA Financial Statements.*

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

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

Source: IBRD Financial Statements.

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

Source: IDA Financial Statements.

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

Source: World Bank SAP.

**Employee engagement** (%): The Employee Engagement Index measures a staff member’s pride in the institution, willingness to advocate, sense of belonging and contribution, and willingness to go the extra mile (“say, stay, and strive”). For the 2016 Engagement Survey, the index comprised four survey questions grouped into three categories: (a) Q1, “I am proud to work at the WBG,” and Q2, “The WBG is the best place to work in development” (SAY); (b) Q3, “I feel a strong sense of belonging to WBG” (STAY); and (c) Q4, “The WBG inspires me to do my best work” (STRIVE).


**The Managerial Effectiveness Index** (%): The Managerial Effectiveness Index measures the successful application of a manager’s technical and people skills to effectively lead their team. Specifically, it assesses managerial capabilities, such as honesty and integrity, fairness to all staff, and taking informed risks. It is constructed using eight survey questions that focus on a manager’s: (a) Q15, technical skills; (b) Q16, people skills; (c) Q18, Q19, Q21, helping staff to succeed; and (d) Q17, Q20, and Q22, exemplifying WBG values to staff.


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


**Inclusion Index** (%): The Inclusion Index measures the degree to which the WB creates a diverse and inclusive environment that fosters equal opportunities for everyone to succeed in the workplace regardless of demographic characteristics. The index comprises three attributes based on seven questions in the Employee Engagement Survey: (a) Q34 and Q56, creating an environment of trust and inclusiveness; (b) Q31, Q35, and Q57, managerial commitment and accountability for diversity and inclusion; and (c) Q54 and Q55, treating staff with fairness, dignity, and respect.

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

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

#### People who have received essential health, nutrition and population (HNP) services

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Baseline</th>
<th>FCS Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>54/46</td>
<td>18/12</td>
<td>14 (2014)</td>
</tr>
</tbody>
</table>

#### Growth Context

- **Adults with financial accounts**
  - Men: 42/30 (2011) vs 54/46 (2014)

#### Sustainability and resilience

- Countries without wealth depletion: 48.2% (2010) vs 45.5% (2014)
- Countries with low or moderate risk from unsustainable debt: 63% (2012) vs 58% (2014)
- Countries mainstreaming disaster risk management: 69% (2013) vs 74% (2015)
- Population exposed to harmful air pollution (PM2.5): 81% (2015) vs 97.5% (2015)

### Performance

#### Inclusiveness

- **Opportunities**
  - Countries with growth concentrated in the bottom 40%: 68.1% (2011) vs 57.1% (2013)
  - Access to electricity (bottom 40%): 64% (2014) vs 23.1% (2017)
  - Employed persons remaining extremely poor: 15% (2013) vs 9.6% (2015)
  - Countries with equal economic opportunities for women: 13% (2013) vs 22% (2015)

- **Health**
  - Access to essential health, nutrition and population services: 52.2% (2012) vs 71% (2015)
  - Malnutrition, height for age: 26% (2013) vs 37.1% (2015)
  - Access to safe water within a household: 457% (2013) vs 58% (2015)

- **Quality of learning**
  - Countries with strengthened public management systems (number): 1107% (2016) vs 96% (2017)

### Development Impacts

#### World Bank Group Performance

- **Working as one WBG**
  - Share of Country Partnership Frameworks (CPFs) that have at least one joint objective in the results matrix: 83.3% (FY15) vs 100% (FY17)
  - Staff time spent across GP/CC$As (%): 8.1% (FY15) vs 9.3% (FY17)
  - Staff perception of WBG collaboration (%): 66% (FY15) vs 40% (FY17)

- **Operational delivery for clients**
  - WBG commitments (US$ billions): 52.9% (FY17) vs 58.8% (FY16)
  - Capital mobilized on commercial terms (US$ billions): 11.1% (FY17) vs 11.7% (FY16)
  - Private capital mobilized (direct) (US$ billions): 28% (FY17) vs 25.4% (FY16)

- **Financial sustainability**
  - Total revenue (US$ billions): 8.5% (FY17) vs 9.0% (FY16)
  - Average annual growth of WBG business revenue (%): 7% (FY15-17) vs 5% (FY15-17)

- **Managing talent**
  - Employee engagement (%): 76% (FY17) vs 71% (FY16)
  - Managerial effectiveness (%): 71% (FY15) vs 67% (FY16)
  - Staff diversity (index): 1.0% (FY17) vs 0.9% (FY16)

- **Gender integrated country strategies (number)**
  - Communities affected: 84% (FY15) vs 86% (FY16)
  - Gender integrated country strategies: 88% (FY15) vs 100% (FY16)

### Goals

#### Growth

- **GDP per capita (constant 2010 US$)**

- **Agriculture value added per worker (constant 2010 US$)**
  - Baseline: 1,687 (2013) vs Actual: 1,778.4 (2016)
  - FCS: 1,687 (2013) vs 1,778.4 (2016)

#### Development Context

- **Population exposed to harmful air pollution (PM2.5)**
  - 97.5% (2015) vs 97.5% (2010)
- **Population living in areas under water stress**
  - 8% (2015) vs 8% (2010)
- **Population provided with access to improved sanitation facilities**
  - 14% (2014) vs 6% (2014)

### Client Results Supported by World Bank Group Operations

- **Clients reached with ICT (tbd)**
  - FY18
- **Inclusiveness**
  - Beneficiaries of job-focused interventions (millions): 37.2 (2015) vs 81.2 (2016)
  - People reached with ICT (tbd)

### Results

- **Sustainability and resilience**
  - Countries with strengthened public management systems (number): 107 (2016) vs 96% (2017)
  - GHG emissions (tbd)

---

**Note:**

- Nu: No current update available
- N/a: Not applicable
- *Different data source used for baseline and FY17 value*
### Client Results Supported by World Bank Operations

#### Growth

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
<th>Actual in FCS (FY17)</th>
<th>Female beneficiaries (FY17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private investments catalyzed (US$ billions)</td>
<td>n/a</td>
<td>30.2</td>
<td>2.7</td>
<td>–</td>
</tr>
<tr>
<td>People, microenterprises and SMEs reached with financial services (millions)</td>
<td>15.3</td>
<td>1.84</td>
<td>0.02</td>
<td>0.91</td>
</tr>
<tr>
<td>Farmers adopting improved agricultural technology (millions)</td>
<td>1.8</td>
<td>4.87</td>
<td>0.13</td>
<td>0.28</td>
</tr>
<tr>
<td>Area provided with irrigation services (hectares, millions)</td>
<td>1.2</td>
<td>3.55</td>
<td>0.15</td>
<td>–</td>
</tr>
<tr>
<td>Roads constructed and rehabilitated (kilometers, thousands)</td>
<td>95</td>
<td>76.12</td>
<td>18.37</td>
<td>–</td>
</tr>
<tr>
<td>Additional and improved transport services (tbd)</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Generation capacity of conventional/renewable energy (megawatts)</td>
<td>1,430/904</td>
<td>2,711/2,805</td>
<td>27/0.07</td>
<td>–</td>
</tr>
</tbody>
</table>

#### Inclusiveness

- **Beneficiaries of job-focused interventions**
  - FY18
- **People provided with direct/inferred access to energy (millions)**
  - 6.9/2.3 | 26.16/10.50 | 1.21/0.09 | – |
- **Students that have benefited from learning assessments (millions)**
  - 15.9 | 19.81 | – | – |
- **Teachers recruited or trained (millions)**
  - 1.0 | 11.6 | 1.0 | – |
- **People who have received essential health, nutrition and population (HNP) services (millions)**
  - 250.9 | 273.2 | 27.3 | 51.1 |
- **People provided with access to an improved water source (millions)**
  - 35.3 | 47.8 | 9.6 | – |
- **People provided with access to improved sanitation facilities (millions)**
  - 6.8 | 20.7 | 0.5 | – |
- **Beneficiaries covered by social safety net programs (millions)**
  - 37.4 | 44.6 | 7.1 | 23.2 |

#### Sustainability and resilience

- **Countries with strengthened public management systems in**
  - – Civil service and public administration (number)
    - FY18
  - – Tax policy and administration (number)
    - 24 | 38 | 10 | – |
  - – Public financial management (number)
    - 56 | 67 | 17 | – |
  - – Procurement (number)
    - 16 | 21 | 3 | – |
- **Emission reductions with support of special climate instruments (annual, million tons CO2 equivalent)**
  - 903 | 44.5 (FY16) | – | – |
- **Projected lifetime energy and fuel savings (MWth and MJ)**
  - FY18
- **Countries institutionalizing disaster risk reduction as a national priority (number)**
  - 29 | 35 (FY16) | 2 | FY16 |
- **Countries supported on statistical capacity (number)**
  - 51 | 69 | 23 | – |

### World Bank Performance

#### Development Impact

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Target (FY17)</th>
<th>Baseline (FY13)</th>
<th>Actual (FY17)</th>
<th>Actual in FCS (FY17)</th>
<th>Quality and timeliness of lending operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development outcomes ratings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satisfactory outcomes for IBRD/IDA operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- as a share of operations (%)</td>
<td>75</td>
<td>71.2</td>
<td>74.3</td>
<td>68.3</td>
<td>75.2</td>
</tr>
<tr>
<td>- as a share of commitments (%)</td>
<td>80</td>
<td>81.8</td>
<td>85.6</td>
<td>78.7</td>
<td>80.2</td>
</tr>
<tr>
<td>Advisory Services and Analytics (ASA) objectives accomplished (%)</td>
<td>FY18</td>
<td>61**</td>
<td>91</td>
<td>–</td>
<td>65.9841</td>
</tr>
<tr>
<td>Client feedback (scale: 1-10)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- on WB effectiveness and impact on results</td>
<td>7.0</td>
<td>6.9</td>
<td>7.1</td>
<td>7.1</td>
<td></td>
</tr>
<tr>
<td>- on WB responsiveness and staff accessibility</td>
<td>7.0</td>
<td>6.6</td>
<td>6.8</td>
<td>6.3</td>
<td></td>
</tr>
<tr>
<td>Strategic Context</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD) (%)</td>
<td>100</td>
<td>31.3</td>
<td>86</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Incorporating citizen and beneficiary feedback</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projects with beneficiary feedback indicator at design (%)</td>
<td>100</td>
<td>26</td>
<td>90</td>
<td>93</td>
<td></td>
</tr>
<tr>
<td>Resolved registered grievances (%)</td>
<td>–</td>
<td>75</td>
<td>nu</td>
<td>nu</td>
<td></td>
</tr>
<tr>
<td>Mainstreaming of priorities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projects with gender-informed analysis, action and monitoring (%)</td>
<td>66</td>
<td>54</td>
<td>71</td>
<td>66</td>
<td></td>
</tr>
<tr>
<td>Projects reporting on gender results during implementation (%)</td>
<td>75</td>
<td>55</td>
<td>75</td>
<td>71</td>
<td></td>
</tr>
<tr>
<td>Commitments with climate co-benefits (US$ billions)</td>
<td>–</td>
<td>5.9</td>
<td>9.2</td>
<td>1.1</td>
<td></td>
</tr>
<tr>
<td>Projects with climate change co-benefits implementing agreed climate actions (%)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational Delivery for Clients</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IBRD/IDA commitments (US$ billions)</td>
<td>–</td>
<td>31.5</td>
<td>42</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Private capital mobilized (US$ billions)</td>
<td>–</td>
<td>1.1</td>
<td>1.5</td>
<td>0.04</td>
<td></td>
</tr>
<tr>
<td>IBRD/IDA disbursements (US$ billions)</td>
<td>–</td>
<td>27.1</td>
<td>31</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

#### Quality and timeliness of lending operations

- **Satisfactory Bank performance (% IEG rating)**
  - at entry (%) of commitments
    - 80 | 70.9 | 75.2 | 52.9 |
  - during supervision (%) of commitments
    - 80 | 84.5 | 89.9 | 80.2 |
  - Time from the concept note to the first disbursement (months)
    - Cut by 1/3 | 20 | 25.4 | 22.3 |
  - Disbursement ratio (%) |
  - 20 | 20.5 | 19.8 | 22.5 |

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

- **Quality of Advisory Services and Analytics (ASA)**
  - FY18 | n/a | 87 | – |
  - Advisory Services and Analytics (ASA) delivered in a timely manner (%) | 80 | 68** | 85 | – |
  - External funding attracted for Advisory Services and Analytics (ASA) (US$ million) |
  - – | 156 | 373.1 | 55.9 |
  - Knowledge and science of delivery for results |
  - – | 10.7 | 7.2 | – |
  - Operations design drawing lessons from evaluative approaches (%) | 100 | 501 | 732 | – |
  - Projects with baseline data for all PDO indicators in the first ISR (%) | 100 | 69 | 87 | 88 |

#### Financial Sustainability and Efficiency

- **Total revenue (US$ billions)** |
  - – | 5.4 | 5.3 | – |
  - Average annual growth of IBRD business revenue (%) |
  - – | n/a | 13 | – |
  - IBRD maximum loan exposure (US$ billions) |
  - – | 173 | 209 | – |
  - IBRD budget anchor (%) |
  - – | 155 | 107 | – |
  - IDA budget anchor (%) |
  - – | 100 | 98 | 97 | – |
  - Support cost ratio (%) |
  - – | 0.5 | 0.3 | 0.5 |
  - Managing Talent |
  - Employee engagement (%) | 77 | 71 | 80 | – |
  - Managerial effectiveness (%) | 71 | 67 | 71 | – |
  - Staff diversity (index) | 1.0 | 0.86 | 0.90 | – |
  - Inclusion index (%) | 67 | 53 | 63 | – |

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

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

Specialized categories: Rating and data source types: IDA projects only; IDA and other projects; n/a: No current update available; n/a: Not applicable; **Different data source used for baseline and FY17 value.
Endnotes

2. World Bank, The International Income Distribution Database (I2D2) is a worldwide database drawn from nationally representative household surveys and consisting of a standardized set of demographic, education, labor market, household socioeconomic and income/consumption variables. The I2D2 draws on different types of surveys, usually conducted by national statistical agencies, including Household Budget Surveys, Household Income and Consumption Surveys, Labor Force Surveys, and multi-topic surveys (such as Living Standards Measurement Study Surveys). Estimates are based on updated I2D2 data and cannot be compared with previously published numbers.
3. NA: Not applicable.
5. Excluding China
6. Contributions from MIGA have been included in FY15 but definitions will be included in the FY16 Corporate Scorecard
7. Data have been disaggregated for World Bank from the WBG Engagement Survey

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Explore the new digital Corporate Scorecard (dCSC).

WBG Corporate Scorecard has been digitized. CSC continues to ensure the accountability and transparency of results with the introduction of the new digital corporate scorecard (DCS). Navigate across the three tiers for the most recent information about the WBG results and performance indicators.

https://scorecard.worldbankgroup.org/