



World Bank Group | World Bank Corporate Scorecard

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In October 2013, the World Bank Group adopted a new Strategy that is grounded in two ambitious goals:

- ending extreme poverty by reducing the percentage of people living on less than \$1.25 a day to 3 percent by 2030; and
- promoting shared prosperity by fostering income growth for the bottom 40 percent of the population in every country.

The Strategy outlines how the World Bank Group will partner with clients to help them achieve these goals through economic growth, inclusion, and sustainability.

Implementation of the Strategy is monitored by a newly developed World Bank Group Corporate Scorecard that aggregates the contributions of all the World Bank Group institutions—the World Bank (WB), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA).

This brochure includes the new World Bank Group Corporate Scorecard and the revised World Bank Corporate Scorecard. The World Bank Corporate Scorecard has been revised to ensure its alignment with the new World Bank Group Goals and Strategy. It also now matches the three-tier structure and key indicators of the World Bank Group Scorecard. Once revisions to the IFC Scorecard and MIGA's Key Performance Indicators are complete, the four reports will be presented together. The Scorecards are living documents to be adapted and improved based on experience with their implementation and the evolving external and internal environments.

The World Bank Group Corporate Scorecard

The World Bank Group Corporate Scorecard is designed to provide a high-level and strategic overview of the World Bank Group's performance toward achieving the two goals. It is the apex from which indicators cascade into the monitoring frameworks of the three World Bank Group institutions.

The Scorecard is structured in three tiers:

- The **Goals and Development Context** tier provides an overview of progress on key development challenges faced by World Bank Group client countries.
- The **Results** tier reports on the key sectoral and multi-sectoral results achieved by World Bank Group clients with support of World Bank Group operations in pursuit of the goals.
- The **Performance** tier captures World Bank Group performance in implementation of the World Bank Group Strategy and includes measures of both operational and organizational effectiveness.

These three tiers are the components of a unified results and performance monitoring framework with indicators grouped along the result chain as follows: the Scorecard monitors, at an aggregate level, how the World Bank Group implements its Strategy and improves its performance (Tier III) in order to support clients in achieving results (Tier II) in the context of global development progress (Tier I).

The indicators in the first two tiers are grouped into three categories encompassing “growth,” “inclusiveness,” and “sustainability/resilience”. The World Bank Group Strategy recognizes the importance of each of these three areas for the achievement of the two goals. Economic growth that creates good jobs requires action to strengthen both the private and public sectors. Inclusion entails empowering all citizens to participate in, and benefit from, the development process and removing barriers against those who are often excluded. Sustainability ensures that today’s development progress is not reversed tomorrow; it implies securing the long-term future of the planet and its resources, ensuring social inclusion, and limiting the economic burdens on future generations.

Recognizing the importance the World Bank Group Strategy places on fragility and gender, Scorecard indicators are disaggregated by gender and fragile and conflict-affected situations (FCS) when feasible.

Tier I: Goals and Development Context

Tier I of the World Bank Group Corporate Scorecard reports the long-term development outcomes that countries are achieving. As such it reflects the broader context in which the World Bank Group is operating. Improvements observed in Development Context indicators are not attributable to the World Bank Group as they are the outcome of collective efforts by countries and their development partners. The indicators included in this tier take into account the available body of knowledge on key drivers for poverty reduction and shared prosperity efforts.

While Tier I reflects the development context of World Bank Group client countries, some aspects of environmental sustainability, particularly those related to climate change, have global dimensions and require joint efforts by all countries. Therefore, indicators for CO₂ emissions and deforestation are reported for the world as a whole.

The Tier I indicators are expected to be refined over time to reflect an evolving consensus on the key

development challenges and how progress on them should be measured. The World Bank Group Corporate Scorecard will align with the outcomes of such ongoing international dialogues as the United Nations-led Post-2015 Development Agenda and the United Nations Framework Convention on Climate Change (UNFCCC).

In addition, the international community, including the World Bank Group, continues to strive for more outcome- and quality-oriented indicators and this is reflected in the World Bank Group Corporate Scorecard. For example, efforts are underway to develop a “quality of learning” indicator to replace or complement the current “school completion” indicator.

Tier II: Client Results supported by World Bank Group-financed operations

The World Bank Group provides financing, knowledge, and convening services that help its clients address the most important development challenges. Tier II reflects the results reported by World Bank Group clients with the support of World Bank Group-financed operations in the area of growth, inclusiveness, and sustainability/resilience during the previous three fiscal years (the baseline covers fiscal years 2011-2013). It is important to note that in the case of the Group-wide Scorecard, results reported are achieved by different types of “clients”—primarily governments in the case of the World Bank and private sector entities in the case of IFC and MIGA.

The indicators have been selected based on current client demand taking into account each sector’s initial analysis of what types of interventions are likely to contribute most to the efforts to end extreme poverty and promote shared prosperity. Further alignment is expected as the World Bank Group completes its reorganization into sectoral Global Practices and multi-sectoral Cross-Cutting Solutions Areas and over time as the new development challenges and priorities emerge from the new country engagement model being rolled out.

Some indicators are still under development. For example, the Strategy identifies new cross-cutting areas—such as jobs, climate change, and private sector investments—for which additional analytical work is needed to define indicators. In the case of the transport indicator a new methodology is required to enable aggregation across World Bank, IFC, and MIGA.

Tier III: Performance

The Performance tier covers a number of operational and organizational effectiveness measures, such as the extent to which World Bank Group-financed operations are achieving their stated development outcomes; quality and timeliness of the financing and advisory services delivered to the clients; alignment with the Strategy; stakeholder and client feedback; internal knowledge sharing and collaboration; financial sustainability; and talent management.

Some indicators were selected from the existing scorecards of the World Bank Group's institutions, to provide continuity and comparability with the information previously monitored and reported. The majority of indicators, however, are new, reflecting changing priorities established by the Strategy. These include, for example, the value placed on working as one World Bank Group, strengthening collaboration with the private sector and other partners, and using knowledge and evidence for better results, while remaining financially sustainable.

The performance measures are intended to both monitor and incentivize desired behavior. The majority of the indicators will have targets that cascade to relevant business units and for which these units will be accountable. Three-year targets are set for fiscal year 2017, and progress in reaching the targets will be assessed annually and captured by the color coded "traffic light" system: green = "on track"; yellow = "watch"; red = "off-track".

Some of the Performance indicators, including "alignment with the Strategy," "working as one World Bank Group," and "measuring improved knowledge

flows," are new and require innovative solutions. These indicators still need further analysis, testing and consultations before they can be incorporated in the Corporate Scorecard. There are also efforts underway to explore feasibility of a World Bank Group-wide measure of capital adequacy and lending capacity. This work will continue throughout the upcoming fiscal year.

As with Tier I and II, the World Bank Group will continue its efforts to develop more ambitious and outcome-oriented indicators. For example, the Scorecards already include more exigent rules and targets for gender-integrated country assistance strategies and operations and for monitoring compliance with reporting of the intended gender results. Moving forward, efforts will also be made to track the extent to which the gender-related activities have been implemented and to rate projects for gender at exit.

Moving forward: Both the World Bank Group Corporate Scorecard and the World Bank Corporate Scorecard will continue to be refined to reflect:

- experience with their implementation
- evolving external and internal environments, particularly the outcomes of pivotal international dialogues
- indicators that are being developed for new areas — e.g. jobs, alignment, knowledge flows
- latest findings on key sectoral and multi-sectoral contributions to ending extreme poverty and promoting shared prosperity emerging from new country engagements
- more ambitious metrics, particularly more outcome and quality-oriented indicators, covering more areas, including policy, advisory and knowledge work.

WORLD BANK GROUP CORPORATE SCORECARD (April 2014)

Goals	Population living on less than US\$1.25 a day (%)**	Target	Baseline	Median of growth rates of average real per capita income of the bottom 40 % (%)			Baseline	Baseline in FY15			
		3 (2030); 9 (2020)	17.7 (2010)	Actual	Actual in FCS	Actual	Actual in FCS	Actual in FCS			
Development Context*	Growth	Baseline	Actual	Actual in FCS	Inclusiveness			Baseline	Actual	Actual in FCS	
	GDP per capita (constant 2005 US\$)	2,735 (2012)	2,735 (2012)	798	Opportunities: Countries with growth concentrated in the bottom 40% (%)			in FY15			
	Gross capital formation (% of GDP)	30 (2013)	30 (2013)		Access to electricity (% , bottom 40%/gap to average)			64/9 (2013)	64/9 (2013)	27/9	
	Agriculture value added per worker (constant 2005 US\$)	930 (2013)	930 (2013)		Employed persons remaining extremely poor (%)			15 (2013)	15 (2013)	38	
	Adults with financial accounts (% , age 15+; all/ bottom 40%)	42/30 (2011)	42/30 (2011)	15/10	Countries with equal economic opportunities for women in law (number)			13 (2013)	13 (2013)	4	
	-adult women with financial accounts (% , age 15+)	37 (2011)	37 (2011)	13	Education: Primary school completion (% , ages 15-19: bottom 40%/gap to average)			73/9 (2013)	73/9 (2013)	48/12	
	Sustainability and resilience				Baseline	Actual	Quality of learning (tbd)				
	Countries without wealth depletion (%)	45 (2010)	45 (2010)		Health: Access to essential health, nutrition and population services (% , bottom 40%)			in FY15			
	Countries with low or moderate risk from unsustainable debt (number)	63 (2012)	63 (2012)		Under 5 mortality rate (per 1,000 live births)			53 (2012)	53 (2012)	92	
	Countries mainstreaming disaster risk management (%)	69 (2013)	69 (2013)		Malnutrition, height for age (% , children under 5)			26 (2012)	26 (2012)		
	Population living in areas under water stress (%)	in FY15			Access to safe water within a household (% , bottom 40%/gap to average)			45/7 (2013)	45/7 (2013)	13/13	
	Population exposed to harmful air pollution (PM2.5)(%)	in FY15			Access to improved sanitation (% , overall population)			58 (2012)	58 (2012)	42	
	Global environmental sustainability										
	- CO ₂ emissions (kg per 2005 PPP\$ of GDP)**	0.49 (2010)	0.49 (2010)								
	- Average annual deforestation change (%)**	0.11 (2010)	0.11 (2010)								
- Climate resilience and climate finance (tbd)											

*Development Context indicators will be reviewed to align with the results of post-2015, UNFCCC and other key global development agendas. **Global - reported for all countries.

Client results Supported by World Bank Group Operations

Results	Growth	Baseline	Actual	Actual in FCS	Female beneficiaries
		(FY13)	(FY13)	(FY13)	(FY13)
	Private sector investments catalyzed (tbd)				
	Farmers reached with agricultural assets and services (millions)	3.9	3.9	0.2	
	People, microenterprises and SMEs reached with financial services (millions)	33.0	33.0	1.1	3.8
	Transport indicator (tbd)				
	Expanded conventional/renewable power generation (gigawatt hours, annual)	25,491/13,405	25,491/13,405	1,080	
	People reached with ICT (tbd)				
	Inclusiveness				
	Jobs (tbd)				
	People provided with new or improved electricity service (millions)	32.7	32.7	3.8	
	Students reached (millions)	15.9	15.9		
	People who have received essential health, nutrition and population (HNP) services (millions)	257.4	257.4	12.7	55.1
	People provided with access to an improved water source (millions)	38.4	38.4	4.9	
	People provided with access to improved sanitation facilities (millions)	12.9	12.9	0.6	
	Sustainability and resilience				
	Countries with strengthened public management systems (number)	105	105	23	
	Countries institutionalizing disaster risk reduction as a national priority (number)	29	29	3	
	Climate change mitigation and adaptation (tbd)				

World Bank Group Performance

Performance	DEVELOPMENT IMPACT	Target	Baseline	Actual	Actual in FCS	Working as one WBG			
		(FY17)	(FY13)	(FY13)	(FY13)	Target	Baseline	Actual	Actual in FCS
	Development outcomes ratings					Measure of joint engagement (tbd)			
	Satisfactory completion of country strategies (% , IEG rating)	70	55	55	50	Staff working across institutional boundaries (tbd)			
	Satisfactory outcomes of WBG operations					Staff perception of WBG collaboration (% , FY14)			
	- World Bank (% , IEG rating), FY12	75	72	72	71	66	23	23	--
	- IFC (% , IEG rating), CY12	65	65	65		OPERATIONAL DELIVERY FOR CLIENTS			
	- MIGA (% , IEG rating), FY12	--	78	78		Satisfactory WBG performance for country strategies (% , IEG rating)			
	Bank knowledge and advisory services objectives accomplished (% , client rating)	in FY15	61	61	63	75	72	72	83
	IFC advisory services successful development effectiveness rating (% , self-rating)	65	76	76	70	--	52.9	52.9	3.8
	Client feedback					Capital mobilized on commercial terms (US\$ billions)			
	Stakeholder feedback (scale: 1-10)					--	11.1	11.1	1.6
	- on WBG effectiveness and impact on results	7.0	6.4	6.4	6.0	Time for operational delivery			
	- on WBG knowledge	7.0	6.8	6.8	6.7	- WB: concept to first disbursement (months) FY12			
	Client feedback/ satisfaction					Cut by 1/3	28	28	
	- WB effectiveness & impact on results (scale: 1-10)	7.0	6.9	6.9	6.5	- IFC and MIGA (tbd)			
	- IFC investment/advisory services (% satisfied)	85	85/90	85/90	87/85	Measure of knowledge flow (tbd)			
	STRATEGIC CONTEXT					FINANCIAL SUSTAINABILITY			
	Alignment with the Strategy (tbd)					Total revenue (US\$ billions)			
	Mainstreaming of priorities					--	8.6	8.6	
	Climate related WBG commitments (US\$ billions)	--	8.4	8.4	0.3	Average annual growth of WBG business revenue (% , starting FY15)			
	Gender integrated country strategies (%)	100	74	74	75	>5 (FY15-24)	n/a	n/a	
						Gross expenditure reduction (US\$ millions)			
						400	n/a	n/a	
						MANAGING TALENT			
						Employee engagement (% , FY14)			
						76	71	71	
						Managerial effectiveness (% , FY14)			
						71	67	67	
						Staff diversity (index), FY14			
						1.00	0.88	0.88	
						Inclusion index (% , FY14)			
						68	63	63	

WORLD BANK CORPORATE SCORECARD (April 2014)

Goals and Development Context – see World Bank Group Corporate Scorecard

Client results supported by World Bank operations

		Baseline (FY13)	Actual (FY13)	Actual in FCS (FY13)	Female beneficiaries (FY13)
Results	Growth				
	Private sector investments catalyzed (<i>tbid</i>)				
	People, microenterprises and SMEs reached with financial services (<i>millions</i>)	15.3	15.3	0.9	0.4
	Farmers adopting improved agricultural technology (<i>millions</i>)	1.8	1.8	0.1	0.6
	Area provided with irrigation services (<i>hectares, millions</i>)	1.2	1.2	0.2	--
	Roads constructed and rehabilitated (<i>kilometers, thousands</i>)	95	95	10	--
	Additional transport indicator (<i>tbid</i>)				
	Generation capacity of conventional/renewable energy (<i>megawatts</i>)	1,430/904	1,430/904	17/83	--
	Inclusiveness				
	Jobs (<i>tbid</i>)				
	People provided with direct/inferred access to electricity (<i>millions</i>)	6.9/2.3	6.9/2.3	0.1/1.2	
	Students that have benefitted from learning assessments (<i>millions</i>)	15.5	15.5		
	Teachers recruited or trained (<i>millions</i>)	1.0	1.0	0.1	
	People who have received essential health, nutrition and population (HNP) services (<i>millions</i>)	250.9	250.9	12.6	54.1
	People provided with access to an improved water source (<i>millions</i>)	35.3	35.3	4.9	
	People provided with access to improved sanitation facilities (<i>millions</i>)	6.8	6.8	0.6	
	Beneficiaries covered by social safety net programs (<i>millions</i>)	37.4	37.4	1.5	20.6
	Sustainability and resilience				
	Countries with strengthened public management systems in				
	- Civil service and public administration (<i>number</i>)	25	25	4	--
	- Tax policy and administration (<i>number</i>)	23	23	2	--
	- Public financial management (<i>number</i>)	57	57	12	--
	- Procurement (<i>number</i>)	13	13	3	--
	Emission reductions with support of special climate instruments (<i>annual, million tons CO₂ equivalent</i>)	903	903	--	--
	Projected lifetime energy and fuel savings (<i>MWh and MJ</i>)	in FY16			
	Countries institutionalizing disaster risk reduction as a national priority (<i>number</i>)	29	29	3	--
	Data quality: Countries supported on statistical capacity (<i>number</i>)	51	51	7	--

World Bank Performance

	Target (FY17)	Baseline (FY13)	Actual (FY13)	Actual in FCS (FY13)		Target (FY17)	Baseline (FY13)	Actual (FY13)	Actual in FCS (FY13)					
Performance	DEVELOPMENT IMPACT					Quality and timeliness of lending operations								
	Development outcomes ratings					Satisfactory Bank performance (% IEG rating)*								
	Satisfactory outcomes for IBRD/IDA operations*					- at entry (% of commitments) FY12								
	- as a share of operations (% IEG rating), FY12					75	72	72	71	80	75	75	72	
	- as a share of commitments (% IEG rating), FY12					80	83	83	77	- during supervision (% of commitments) FY12				
	Knowledge and advisory services objectives accomplished (% client rating)					in FY15	61	61	63	Time from the concept note to the first disbursement (months) FY12*				
	Client feedback					Disbursement ratio (%)*								
	Client feedback (scale: 1-10)									Cut by 1/3	28	28		
	- on WB effectiveness and impact on results					7.0	6.9	6.9	6.5	Quality and efficiency of knowledge products				
	- on WB responsiveness and staff accessibility					7.0	6.6	6.6	5.9	Quality of knowledge and advisory services (scale: 1-10)				
	STRATEGIC CONTEXT					Measure of knowledge flow (<i>tbid</i>)								
	Alignment with the Strategy - <i>tbid</i>					Operations design drawing lessons from evaluative approaches (%)								
	Incorporating citizen and beneficiary feedback					Projects with baseline data for all PDO indicators in the first ISR (%)								
	Projects with beneficiary feedback during implementation (%)					in FY15	32	32	45	100	50	50		
	Resolved registered grievances (%)					--	75	75		FINANCIAL SUSTAINABILITY AND EFFICIENCY				
	Mainstreaming of priorities					Total revenue (US\$ billions)								
	Projects with gender-informed analysis, action and monitoring (%)					66	54	54	59	--	5.4	5.4		
	Projects with gender monitoring at design reporting on it during implementation (%)					75	55	55	67	Average annual growth of IBRD business revenue (% starting FY15)				
	Commitments with climate co-benefits (US\$ billions)					--	5.9	5.9	0.2	Contrib. to WBG>5%	n/a	n/a	--	
	Projects with climate change co-benefits implementing agreed climate actions (%)					in FY16				Positive growth	173	173	--	
	OPERATIONAL DELIVERY FOR CLIENTS					Expense to business revenue ratio (%)								
	Financing for clients					Support cost ratio (%)								
	IBRD/IDA commitments (US\$ billions)					--	31.5	31.5	2.4	MANAGING TALENT				
	Private capital mobilized (US\$ billions)**					--	1.1	1.1		Employee engagement (%), FY14				
	IBRD/IDA disbursements (US\$ billions)					--	27.1	27.1	1.8	Managerial effectiveness (%), FY14				
									Staff diversity (index), FY14					
									Inclusion index (%), FY14					

* Data show three-year rolling average. ** *Private capital mobilized" is a subset of "Capital mobilized on commercial terms" reported in the World Bank Group scorecard.

DEFINITIONS OF THE WORLD BANK GROUP AND WORLD BANK CORPORATE SCORECARD INDICATORS

GOALS AND DEVELOPMENT CONTEXT

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

Population living on less than US\$ 1.25 (PPP) a day (%): Percentage of the world population living on less than \$1.25 a day at 2005 international prices. Average, weighted by the total population. 2010 data for Fragile and Conflict-affected Situations (FCS) need to be interpreted with caution as it is based on surveys covering only 28% of total FCS population. The FCS data are expected to be updated in the near future. Data reported for the world. *Source: World Bank, PovcalNet - an online poverty analysis tool, <http://iresearch.worldbank.org/PovcalNet/index.htm>.*

Median of growth rates of average real per capita income of the bottom 40% (%): Median, across all client countries, of growth rates of average real per capita income of the bottom 40% of every country's population. The number will be reported with reference to the number of countries for which data is available for every year (which will vary). The growth rate of bottom 40% of the population of a country for year T will be the average annual growth rate measured over a period of (roughly) five years leading up to (or close to) year T. The baseline number will refer to a period that corresponds to roughly five years for every country, ending in a year between 2008 and 2012. Data will be available in fiscal year 2015. *Source: World Bank, PovcalNet - an online poverty analysis tool, <http://iresearch.worldbank.org/PovcalNet/index.htm>.*

GDP per capita (constant 2005 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. Data are in constant 2005 U.S. dollars. *Source: World Bank, World Development Indicators.*

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, and so on); plant, machinery, and equipment purchases; and the construction of roads, railways, and the like, as well as schools, offices, hospitals, private residential dwellings, and commercial and industrial buildings. Inventories are stocks of goods held by firms to meet temporary or unexpected fluctuations in production or sales, and "work in progress." According to the 1993 SNA, net acquisitions of valuables are also considered capital formation. *Source: World Bank, World Development Indicators.*

Agriculture value added per worker (constant 2005 US\$): A measure of agricultural productivity. Value added in

agriculture measures the output of the agricultural sector (ISIC divisions 1-5) less the value of intermediate inputs. Agriculture comprises value added from forestry, hunting, and fishing as well as cultivation of crops and livestock production. Data are in constant 2005 U.S. dollars. Average, weighted by agricultural employment. *Source: World Bank, World Development Indicators.*

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

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. Accounts can be accessed directly at a branch, or remotely via an agent, correspondent, or mobile phone. *Source: FINDEX database.*

Countries with growth concentrated in the bottom 40% (%): Percentage of countries (with available data) for which growth in average (mean) real per capita income of the bottom 40% is positive and greater than growth in average (mean) real per capita income of the total population. Growth rates will be 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 will be the average annual growth rate measured over a period of (roughly) five years leading up to (or close to) year T. The baseline number will refer to a period that corresponds to roughly five years for every country, ending in a year between 2008 and 2012. Data will be available in fiscal year 2015. *Source: World Bank, PovcalNet - an online poverty analysis tool, <http://iresearch.worldbank.org/PovcalNet/index.htm>.*

Access to electricity (% bottom 40% and gap to average): Percentage of the poorest 40% of population of each country (with available data) with access to electricity through a household connection and the gap to country's average electricity access rate. Electricity refers to 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 is not to be interpreted as data for the poorest 40% globally. The gap is calculated as a difference between country's total population average rate and the average rate for the poorest 40% of population. Population weighted average. *Source: World Bank I2D2 database. "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). The baseline number refers to a period 2005-2013. Data is available for 51 countries.

Employed persons remaining extremely poor (% , age 15+): Percentage of extreme 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). Extreme poor are defined as people who live under US\$ 1.25 a day at 2005 international prices. Population weighted average. *Source: World Bank I2D2 database. "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). The baseline number refers to a period 2005-2013. Data is available for 51 countries.*

Countries with equal economic opportunities for women in law (number): Number of countries that provide women and men the equal legal ability to participate in the economy or generate an income through getting a job or starting a business, including the capacity to sign contracts, open bank accounts, or pursue employment opportunities. The indicator covers four areas: (i) accessing institutions - examining legal capacity; (ii) using property - covering ownership rights; (iii) getting a job - examining working hours, industry restrictions, and retirement and pensionable ages; and (iv) providing incentives to work - covering tax treatment. Data are examined separately for married and unmarried women. *Source: Women, Business and the Law database.*

Primary school completion rate (% , ages 15-19; bottom 40% and gap to average): Percentage of the poorest 40% persons of each country (with available data) age 15-19 who have completed primary school education and the gap to the country's average rate. Bottom 40% is defined as the poorest 40% of each country. The data is not to be interpreted as data for the poorest 40% globally. The gap is calculated as a difference between country's total population average rate and the average rate for the poorest 40% of population. Population weighted average. *Source: World Bank I2D2 database. "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). The baseline number refers to a period 2005-2013. Data is available for 57 countries.

Quality of learning: Definition under development.

Access to essential health, nutrition, and population services (% , bottom 40%): Percentage coverage of essential health, nutrition, and population services amongst the poorest 40% of population. The essential HNP services, depending on the country context, include: number of children immunized; number of pregnant women who have received antenatal care; number of deliveries attended by skilled health personnel; number of women who have received family planning services; number of women and children who have received basic nutrition services; number of adults and children who have received tuberculosis treatment (WHO-recommended Directly Observed Treatment Short Course (DOTS)); number of adults and children who have received treatment for malaria; number of adults and children who have received antiretroviral therapy; number of children who have received treatment for pneumonia; number of children who have received treatment for diarrhea; number of adults who have received screening for high blood pressure; number of adults who have received treatment for high blood pressure; number of adults who have received screening for diabetes; number of adults who have received treatment for diabetics; number of adults who have received screening for cancer; number of adults who have received treatment for cancer; and number of adults who have received treatment for mental illness. Definition and methodology are still under development. Final definition, methodology and data will be completed in fiscal year 2015. *Source: World Bank and World Health Organization.*

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

Malnutrition, height for age (% , children under 5): Percentage of children under age 5 whose height for age (stunting) 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. *Source: World Bank, World Development Indicators.*

Access to safe water within a household (% , bottom 40% and gap to average): Percentage of the poorest 40% of population of each country (with available data) with access to water delivered via a pipe within the house or compound, and the gap to country's population average. The pipe can be either an interior pipe or exterior pipe. Bottom 40% is defined as the poorest 40% of each country. The data is not to be interpreted as data for the poorest 40% globally. The gap is calculated as a difference between country's total population average rate and the average rate for poorest 40% of population. Population weighted average. *Source: World Bank I2D2 database. "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). The baseline number refers to a period 2005-2013. Data is available for 56 countries.

Access to improved sanitation (%), overall population): Percentage of the population using improved sanitation facilities. The improved sanitation facilities include flush/pour flush (to piped sewer system, septic tank, pit latrine), ventilated improved pit (VIP) latrine, pit latrine with slab, and composting toilet. Average, weighted by the total population. *Source: World Bank, World Development Indicators.*

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

Countries with low or moderate risk from unsustainable debt (number): Number of countries rated 4.0 and above on a 1 to 6 scale on question 3.A of the Country Policy and Institutional Assessment (CPIA) rating. 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. 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. *Source: World Bank Group, CPIA database (<http://www.worldbank.org/ida>).*

Countries mainstreaming disaster risk management (%): Percentage of countries that have made progress toward mainstreaming disaster risk management (DRM) in their developmental 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: (i) ensuring DRM is a national and local priority with strong institutional bases for implementation; (ii) identifying, assessing, and monitoring disaster risks and enhancing early warning, (iii) using knowledge, innovation, and education to build a culture of safety and resilience, (iv) reducing underlying risk factors; and (v) strengthening disaster preparedness for effective response. *Source: World Bank staff estimates based on data from UNISDR.*

Population living in areas under water stress (%): Definition under development. Final definition and data will be available in fiscal year 2015. Water stress is measured by an index determining water demand pressures from the domestic, industrial, and agricultural sectors (including usage, pollution, and abiotic stress) relative to the local and upstream water service supplies. This measure will also account for infrastructure to mitigate water stress (e.g. water treatment plants) so as to calculate the net water stress. This index will be used to identify areas with water stress and be overlaid with population maps to calculate the population share living in these areas. *Source: World Bank staff estimates based on data from FAO AQUASTAT.*

Population exposed to air pollution (PM 2.5) (%): Definition under development. Final definition and data will be available in fiscal year 2015. New satellite data on global Fine Particulate Matter 2.5 (PM2.5) concentrations is available. These data have been measured using the total column aerosol optical depth (AOD) from the MODIS (Moderate Resolution Imaging Spectroradiometer) and MISR (Multiangle Imaging Spectroradiometer) satellite instruments and coincident aerosol vertical profiles from the GEOS-Chem global chemical transport model (van Donkelaar et al. 2010). Based on these data the World Health Organization (WHO) is planning to publish a new database including annual mean PM2.5 concentration levels at 10x10km grid cell resolution. Overlaid with population maps, the share of population living in areas with critical PM2.5 exposure (following WHO air quality guidelines) will be calculated. *Source: World Bank staff estimates based on WHO data.*

CO₂ emissions (kg per 2005 PPP\$ of GDP): Carbon dioxide emissions are those stemming from the burning of fossil fuels and the manufacture of cement. They include carbon dioxide produced during consumption of solid, liquid, and gas fuels and gas flaring. Other greenhouse gas (GHG) emissions are not included. CO₂ is the primary greenhouse gas emitted through human activities. Measured in kg of CO₂ equivalent per \$ of GDP at 2005 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 U.S. dollar has in the United States. The indicator measures CO₂ emissions intensity of GDP, which shows how clean production processes are. Reductions can be due to gains in economic efficiency, while total GHG emissions can still go up. Mitigating the risks of climate change will require the stabilization of atmospheric GHG concentrations and thus reductions in total GHG emissions. Data reported for the world. *Source: World Bank, World Development Indicators.*

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 fuel-wood gathering, acid precipitation, or forest fires. Average, weighted by forest area. Data is reported for the world. *Source: World Bank, World Development Indicators.*

Climate resilience and climate finance: Definitions under development.

CLIENT RESULTS SUPPORTED BY WBG/WB OPERATIONS

The Results sections of the World Bank Group and World Bank Corporate Scorecards report results achieved by World Bank Group/World Bank clients, supported by World Bank Group/World Bank operations. Results reported are three-year incremental results, as reported by projects active and/or closed during the three-year reporting period (currently fiscal years 2011-2013).

Data are disaggregated for fragile and conflict-affected situations (FCS) and for female beneficiaries where feasible. The number of female beneficiaries is, however, often underreported, as many projects are only starting to disaggregate beneficiaries by gender. Efforts are underway to improve gender reporting by projects. FCS figures are based on FCS list equivalent to the last year of the reporting period (currently fiscal year 2013).

WORLD BANK GROUP

The Results Tier of the World Bank Group Corporate Scorecard integrates Results from World Bank's Investment Project Financing (IBRD, IDA, and Recipient Executed Trust Funds) and IFC's Investment Services (IS). 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 underway to integrate more systematically the results of policy, knowledge and advisory activities. Efforts are also underway to integrate results from MIGA-financed operations.

When interpreting results, it is important to consider that the World Bank and IFC operate with different instruments and work with different clients—i.e, government and 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.

This is the first time that results are aggregated across the World Bank Group. As a result of this exercise, the World Bank, IFC and MIGA have started aligning their methodologies to support accurate and meaningful aggregation. This alignment will continue through the next fiscal year, which may result in some adjustments to baseline values.

Private sector investments catalyzed: Methodology allowing aggregation across WBG under development.

Farmers reached with agricultural assets and services (millions): Farmers provided agricultural assets and services under World Bank Group-financed operations. *Source: Results achieved over a three-year period as reported by World Bank Group projects. Data: Fiscal years 2011-2013.*

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

People, microenterprises, and SMEs reached with financial services (millions): Number of people, microenterprises, and small and medium-sized enterprises (SMEs) reached with financial services supported by World Bank Group-financed operations. Efforts will be made to harmonize definitions across World Bank and IFC to allow for disaggregated reporting of individuals/micro enterprises and SMEs reached. *Source: Results achieved over a three-year period as reported by World Bank Group projects. Data: Fiscal years 2011-2013.*

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

Transport indicator: Methodology allowing aggregation across WBG under development.

Expanded conventional/renewable power generation (gigawatt hours, annual): Gigawatt hours of conventional and renewable power generation produced annually with support of World Bank Group-financed operations. Renewable energy is defined to include hydropower, and power from wind, solar, geothermal, and other renewable sources. *Source: Results achieved over a three-year period as reported by World Bank Group projects. Data: Fiscal years 2011-2013.*

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

People reached with ICT: Methodology allowing aggregation across WBG under development.

Jobs: Definition under development.

People provided with new or improved electricity service (millions): Number of people who have received a new connection or improved service thanks to increased power generation or new or upgraded distribution/transmission lines as a result of World Bank Group-supported operations. *Source: Results achieved over a three-year period as reported by World Bank Group projects. Data: Fiscal years 2011-2013.*

- World Bank contribution includes the number of people who have received a new grid or off-grid electricity connection and the number of people who 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 contribution includes the estimated number of full service-equivalent residential customers that have access to power with power generated by the project and the number of residential customers benefitting from power distribution.

Students reached (millions): Number of students that have benefitted from World Bank Group-financed operations. *Source: Results achieved over a three-year period as reported by World Bank Group projects. Data: Fiscal years 2011-2013.*

- World Bank contribution includes the total number of students in all countries that benefitted from World Bank-supported projects or activities supporting classroom assessment, examinations, national, or international assessments. The number of students benefitting 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 (ISCED 2011) categorization: primary, lower secondary, upper secondary education. The students are counted only if the Governments score 4 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 utilizing the results of the assessments to

enhance the quality of education. Results achieved by projects approved between fiscal years 2008 and 2012, 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 contribution covers the number of students enrolled annually in clients financed by IFC and the number of student loans outstanding. Student loans include loans that specifically finance education/training programs.

People who have received essential health, nutrition, and population (HNP) services (millions): Number of people who have received any of the essential health, nutrition, and population services supported by World Bank Group operations. *Source: Results achieved over a three-year period as reported by World Bank Group projects. Data: Fiscal years 2011-2013.*

- World Bank contribution covers the following health, nutrition, and population (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 underway 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 reports on the total annual number of outpatient consultations and total number of inpatient consultations supported by IFC's clients.

People provided with access to an improved water source (millions): Number of people who benefitted from improved water supply sources supported by World Bank Group-financed operations. *Source: Results achieved over a three-year period as reported by World Bank Group projects. Data: Fiscal years 2011-2013.*

- World Bank contribution includes number of additional people who benefitted from improved water supply sources (following the UNICEF-WHO Joint Monitoring Program definition) that have been provided under World Bank-financed operations.
- IFC contribution includes number of people receiving water distribution services in a given year through IFC's clients.

People provided with access to improved sanitation facilities (millions): Number of people who benefitted from improved sanitation facilities through World Bank Group operations. *Source: Results achieved over a three-year period as reported by World Bank Group projects. Data: Fiscal years 2011-2013.*

- World Bank contribution includes number of additional people who benefitted from improved sanitation facilities provided under World Bank-financed operations.
- IFC contribution includes number of people receiving wastewater services in a given year through IFC's clients.

Countries with strengthened public management systems (number): Number of countries in which a particular public management system has been strengthened through World Bank Group-financed 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 systems, (b) tax policy and administration systems, (c) public financial management systems, (d) procurement systems, and (e) improvements in investment climate for private sector. *Source: Results achieved over a three-year period as reported by World Bank Group projects. Data: Fiscal years 2011-2013.*

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

Countries institutionalizing disaster risk reduction as a national priority (number): Number of countries with World Bank Group-supported programs that contribute to ensuring that disaster risk management is a national priority with a strong institutional basis for implementation, as per the Hyogo Framework for Action Priority 1. This includes, inter alia, support towards national policy and legal frameworks; dedicated and adequate resources; community participation; and national multisectoral platforms for disaster risk reduction. For the time being includes only World Bank contribution. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

Climate change mitigation and adaptation: Definitions under development.

WORLD BANK

The Results section of the World Bank Corporate Scorecard reports results achieved by World Bank clients, supported by World Bank operations (IDA, IBRD, and Recipient-Executed Trust Funds). Results reported are incremental results achieved during a three-year reporting period (currently fiscal years 2011-2013) based on project results reporting.

Private sector investments catalyzed: Definition under development.

People, microenterprises, and SMEs reached with financial services (millions): Number of people, microenterprises, and small and medium-sized enterprises (SMEs) reached with financial services under Bank-supported operations. Financial services refer primarily to loans outstanding to individuals, microenterprises, and SMEs. Efforts will be made in the future to also cover additional financial services

supported by the World Bank, such as access to deposit account. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

Farmers adopting improved agricultural technology (millions): Number of farmers adopting improved agricultural technology under Bank-supported operations. The term 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 promotes a technology package in which the benefit depends on the application of the entire package (e.g., a combination of inputs such as a new variety and advice on agronomic practices such as soil preparation, changes in seeding time, fertilizer schedule, plant protection, etc.) this will count as one technology. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

Area provided with irrigation services (hectares, millions): Area provided with new and/or improved irrigation services under Bank-supported operations. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

Roads constructed and rehabilitated (kilometers, thousands): Kilometers of all roads constructed, reopened to motorized traffic, rehabilitated, or upgraded under Bank-supported operations. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

Transport indicator: Definition under development.

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 is defined to include hydropower, and power from wind, solar, geothermal, and other renewable sources. This is the summation of two Core Sector Indicators of the Bank: Generation capacity of hydropower constructed under the project and Generation capacity of renewable energy (other than hydropower) constructed under the project. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

Jobs: Definition under development.

People provided with direct/inferred access to electricity (millions): Number of people provided with access to electricity under Bank-supported operations. This indicator includes the direct and inferred access to electricity supported by Bank operations. Direct access is measured as the number of people that benefited from new grid or off-grid household connections. Inferred access is measured as the number of people that benefited from the increased generation capacity, a proportion of whose output is reasonably estimated to be powering new household connections. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

Students that have benefitted 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, 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 (ISCED 2011) categorization: primary, lower secondary, upper secondary education. The students are counted only if the Governments score 4 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 utilizing the results of the assessments to enhance the quality of education. Efforts are underway to develop additional indicator/s to measure the extent of students learning. *Source: Results achieved by projects approved between 2008 and 2012 as an approximation of the last 3-year results as reported by World Bank projects. Precise results achieved in the last three fiscal years cannot be determined given that students' benefits accrue over time.*

Teachers recruited or trained (millions): Number of additional teachers recruited and/or trained under Bank-supported operations to reduce the shortfall of qualified teachers at primary level. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

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

HNP services. Female beneficiaries currently count only those services that specifically target female beneficiaries (antenatal care and deliveries attended by skilled personnel). The actual number of female beneficiaries is higher as it also includes a proportion of beneficiaries for other services (e.g. immunization and nutrition). *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

People provided with access to an improved water source (millions): Number of additional people who benefitted from improved water supply sources (following the UNICEF-WHO Joint Monitoring Program definition) provided under World Bank-supported operations. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

People provided with access to improved sanitation facilities (millions): Number of additional people who benefitted from improved sanitation facilities provided under World Bank-supported operations. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

Beneficiaries covered by social safety net programs (millions): Number of individual beneficiaries from Bank-supported social safety net programs. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

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 with Indicators of the Strength of Public Management Systems (ISPMS). Indicator aggregates countries that have demonstrated public management system strengthening in the following areas:

- (a) **Civil service and public administration systems:** 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," etc.
- (b) **Tax policy and administration systems:** 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," etc.
- (c) **Public financial management systems:** 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 or semi-annual budget

reports on available media," etc.

- (d) **Procurement systems:** 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," etc.

Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.

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 is calculated as sum of estimated annual emission reductions with support of special climate finance instruments, i.e., 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 GHG emission reduction over the lifetime of the investments supported by these projects, divided by the lifetime of the respective investments. In the case of MP, 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 greenhouse gas accounting indicator, which is being developed under the WBG Scorecard (climate change mitigation and adaptation indicator). Once the WBG indicator is in place, it will also be included in the World Bank Scorecard. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

Projected lifetime energy and fuel savings (MWh and MJ): Lifetime energy savings (converted to MWh) and lifetime fuel savings (converted to MJ) achieved due to energy efficiency measures, directly attributable to the Bank-supported project. Projected savings are calculated against 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 in fiscal year 2014 only. Reporting is expected to start in fiscal year 2016. *Source: Results achieved over a three-year period as reported by World Bank projects.*

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, inter alia, support for national policy and legal frameworks; dedicated and adequate resources; community participation; and national multisectoral platforms for disaster risk reduction. *Source: Results achieved over a three-year period as reported by World Bank projects. Data: Fiscal years 2011-2013.*

Countries supported on statistical capacity (number): Number of countries which have been supported by IBRD/IDA and trust fund operations typically funded by the Statistics for Results Facility Catalytic Fund (SRF-CF), the Trust Fund for Statistical Capacity Building (TFSCB), the STATCAP lending operations (Development Policy Lending (DPL), and the Specific Investment Loans (SIL). The indicator measures the Bank's contribution to building and sustaining client countries' capacity to generate data needed to support development through an effective use of statistics to design policy, monitor its implementation, and promote accountability and transparency. *Source: World Bank operations active over a three-year period. Data: Fiscal years 2011-2013.*

WORLD BANK GROUP/WORLD BANK PERFORMANCE

The World Bank Group Scorecard aggregates those indicators that can be meaningfully reported at the Group level and/or are highly relevant for at least two of the three World Bank Group institutions. Individual institutions scorecards provide information on how these institutions are contributing to the Group-wide measures reported in the World Bank Group 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 Independent Evaluation Group (IEG). Data reported on a four-year rolling basis. *Source: Independent Evaluation Group.*

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

- World Bank IBRD and IDA operations. Data are for three-year rolling period for those fiscal years for which at least 60% of the projects have been evaluated by IEG. The rating captures the extent to which a project's major relevant original objectives or formally revised objectives were achieved or are expected to be achieved efficiently. The rating is contingent on an operation's stated objectives at the time of approval or at the time of relevant restructuring and on three criteria: the relevance of the objectives and design (relevance), the extent to which the objectives were achieved (efficacy), and the extent to which the operation achieves a return higher than the opportunity cost of capital or is able to provide an economic justification (efficiency). The baseline data are for fiscal years 2010-2012, and are based on 65% of IDA and IBRD projects evaluated as of February 28, 2014. The baseline data may change with more projects evaluated.
- 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 percentage of IFC projects

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

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

World Bank knowledge and advisory services objectives accomplished (% , client rating): Percentage of knowledge and advisory services for which the client rating was 8 and above on a 10-point scale with 1 being exceptionally ineffective to 10 being exceptionally effective in response to the question "how effective was [activity] in terms of achievement of objectives." *Source: World Bank Annual Client Feedback Survey for Knowledge and Advisory Services.*

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.*

Stakeholder feedback on World Bank Group effectiveness and impact on development results (scale: 1-10): Average score of the ratings to the questions from Country Surveys (a) "Overall, please rate your impression of the World Bank's effectiveness in _" and (b) "To what extent does the World Bank's work help to achieve development results in _?" provided by the World Bank Group stakeholders 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, respectively. World Bank Group stakeholders are all respondents to the Country Survey from a range of stakeholder groups including government, academia, development partners, media, private sector, civil society, NGOs. The last available survey doesn't distinguish between the World Bank Group and World Bank stakeholders. Going forward, the survey will be modified to report feedback provided by World Bank Group and World Bank stakeholders separately. *Source: Country Survey Program.*

Stakeholder feedback on World Bank Group knowledge (scale: 1-10): Average score of the ratings to the question from Country Surveys "Overall, how significant a contribution do you believe the World Bank's knowledge work and activities make to development results in your country?" provided by the World Bank Group stakeholders on a 10-point scale with 1 being not significant at all, and 10 being very significant. World Bank Group stakeholders are all respondents to the Country Survey from a range of stakeholder groups including government, academia, development partners, media, private sector, civil society, NGOs. The last available survey doesn't distinguish between the World Bank Group and World Bank stakeholders. Going forward, the survey will be modified to report feedback provided by World Bank Group and World Bank stakeholders separately. *Source: Country Survey Program.*

Client feedback/satisfaction on World Bank effectiveness and impact on results (scale: 1-10): Average score of the ratings to the questions from Country Surveys (a) "Overall, please rate your impression of the World Bank's effectiveness in _" and (b) "To what extent does the World Bank's work help to achieve development results in _?" provided by the World Bank clients 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, respectively. World Bank clients are defined as respondents who report in the survey that they collaborate with the Bank. *Source: Country Survey Program.*

Client feedback/satisfaction on IFC investment/advisory services (% satisfied): Percent of IFC Investment Services (IS)/Advisory Services (AS) clients who were either satisfied or very satisfied with IFC's overall service. The IS Client Survey surveys a group of clients with new projects and a group of portfolio clients. The fiscal year 2013 Survey covered clients with a first disbursement on a project during fiscal year 2013 and clients with a first disbursement on a project during fiscal year 2010 (the portfolio group). The AS Client Survey surveys a sample of clients with projects that are active or closed during the survey period and that meet a number of eligibility criteria. *Source: Client Surveys for IFC Investment and Advisory Services.*

Alignment with the Strategy: Definition under development.

Climate-related World Bank Group commitments (US\$ billions, annual): Annual dollar amount of World Bank Group commitments that are addressing climate change mitigation or adaptation. Development activities provide climate change co-benefits when they contribute to climate change adaptation and/or mitigation, even when adaptation and/

or mitigation is not their main objective. In other terms, an activity can provide adaptation and/or mitigation co-benefits both when climate change is among its stated objectives or one of its 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. *Source: World Bank and IFC Project Appraisal and/or Supporting Documents.*

- Adaptation is defined as an activity that 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.
- Mitigation is defined as an activity that provides mitigation co-benefits if it either reduces Greenhouse Gases (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 (CPF) with gender considerations in the analysis, content, and the results framework that integrate gender into all of the following aspects: a) analysis and/or consultation on gender related issues; b) specific actions to address the distinct needs of women and girls, or men and boys, and/or positive impacts on gender gaps; and c) mechanisms to monitor gender impact. *Source: Country Assistance Strategy/ Country Partnership Framework reviews.*

Measure of joint engagement: Definition under development.

Staff working across institutional boundaries: Definition under development.

Staff perception of World Bank Group collaboration (%): Percentage of World Bank Group Employee Engagement Survey respondents who responded favorably to the survey question 13 "Staff across the organizations (IBRD/IDA, IFC, MIGA, GEF, ICSID) work together effectively." *Source: World Bank Group 2013 Employee Engagement Survey.*

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 Independent Evaluation Group (IEG) that are rated moderately satisfactory, satisfactory, or highly satisfactory on overall World Bank performance. With completion of CPFs, data will be reported for the World Bank Group. Data reported on a four-year rolling basis (currently fiscal years 2010-2013). *Source: Independent Evaluation Group.*

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

- World Bank commitments are defined as a dollar value of the sum approved by the Board to be extended to the

client in 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. *Source: World Bank data management system.*

- IFC commitments are defined as the value of IFC's legal obligation to provide Financial Product(s) to Client(s). *Source: IFC data management system.*
- MIGA commitments are defined as a dollar value of MIGA's net guarantees. *Source: MIGA Dashboard.*

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 which 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 Dashboard.*

World Bank time from the concept note to the first disbursement (months): Average number of months from Concept Note approval to the first disbursement for World Bank investment project financing operations (IBRD/IDA) that have completed the cycle Concept-First Disbursement during the reporting period. Baseline data for 2010-2012. *Source: World Bank data management system.*

IFC and MIGA time for operational delivery: Definition under development.

Measure of knowledge flow: Definition under development.

Total revenue (US\$ billions): Total revenue generated by IBRD, IDA, IFC, and MIGA. *Source: Year-end financial statements for 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 (NPI) and investment income. NPI is revenue generated from the guarantee portfolio, net of premium ceded to reinsurers and brokerage expenses, and includes fees and commissions.

Average annual growth of World Bank Group business revenue (%), starting FY15): Growth rate is the average for the cumulative business revenues for the period starting in fiscal year 2015 and ending in the reporting fiscal year. The target is set for the 10-year period encompassing fiscal years 2015-2024. *Source: Year-end financial statements for IBRD, IDA, IFC, and MIGA.*

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

Gross expenditure reduction (US\$ millions): The Expenditure Review committed to \$400 million in realized savings by fiscal year 2017. The savings will be measured incrementally over the three years, in nominal terms, and include all sources of funds (i.e., Bank budget, trust funds, and reimbursables etc.) across the World Bank Group. *Source: World Bank Group Expenditure Review.*

Employee engagement (%): The Employee Engagement Index (EEI) measures how staff think, feel and act. It is comprised of seven survey items grouped into these three categories: (i) How staff think: "Q16: I have a good understanding of the direction..."; "Q35: I can see a clear link between my work and WBG's goals"; (ii) how staff feel: "Q1: Rate WBG as a place to work"; "Q2: I am proud to work at the WBG"; "Q3: WBG inspires me to do my best work."; (iii) how staff act: "Q36: My job makes good use of my skills and abilities"; "Q38: I feel encouraged to find new and better ways of doing things." *Source: World Bank Group 2013 Employee Engagement Survey.*

Managerial effectiveness (%): The Managerial Effectiveness Index (MEI) measures the successful application of a manager's technical and people skills to effectively lead his/her team. Specially it measures how a manager helps his/her staff succeed in their career; how he/she role models some of

the organization's key value and practices, such as honesty and integrity, fairness to all staff, and taking informed risks. The MEI comprises of seven attributes: managers' technical skills (Q27); managers' people skills (Q28); helping staff to succeed (Q30 & Q33) and role modeling WBG values to staff (Q29, Q31, & Q32). *Source: World Bank Group 2013 Employee Engagement Survey.*

Staff diversity (index): A weighted composite index made up of the four institutional diversity indicators (SSA/CR for staff of Sub-Saharan African origin, GF/GG grade level Women, Part II Managers, and Female Managers) measuring their aggregate difference from the target, which is 1. It is calculated by adding the ratio of each indicator to the target (1 if above target) with 0.4 factor for SSA/CR (to convey the relative difficulty historically of identifying qualified candidates) and 0.2 factor for each of the other three indicators. *Source: World Bank Group HR system.*

Inclusion index (%): The Inclusion Index measures the degree to which the diverse background of the employees and an inclusive work environment foster equal opportunities for everyone to succeed in the work place, regardless of their demographic characteristics. It measures the degree to which the World Bank Group creates a diverse and inclusive environment at all levels of the organization. The Index comprises six attributes: how inclusive is the WBG environment (Q55 & Q56); the perception of diversity and inclusion at different levels of the institution (Q58, Q59, & Q60) and how staff feel they are treated (Q57). *Source: World Bank Group 2013 Employee Engagement Survey.*

WORLD BANK

Satisfactory outcomes for IBRD/IDA operations (% , IEG rating): Percentage of IBRD and IDA operations and percentage of IBRD and IDA commitments at exit rated moderately satisfactory or satisfactory or highly satisfactory on achievement of outcomes by Independent Evaluation Group (IEG). Data are for three-year rolling period for those fiscal years for which at least 60% of the projects have been evaluated by IEG. The rating captures the extent to which a project's major relevant original objectives or formally revised objectives were achieved or are expected to be achieved efficiently. The rating is contingent on an operation's stated objectives at the time of approval or at the time of relevant restructuring and on three criteria: the relevance of the objectives and design (relevance), the extent to which the objectives were achieved (efficacy), and the extent to which the operation achieves a return higher than the opportunity cost of capital or is able to provide an economic justification (efficiency). The baseline data are for fiscal years 2010-2012, and are based on 65% of IDA and IBRD projects evaluated as of February 28, 2014. The baseline data may change with more projects evaluated. *Source: Independent Evaluation Group.*

Knowledge and advisory services objectives accomplished (% , client rating): Percentage of knowledge and advisory services for which the rating was 8 and above on a 10-point scale with 1 being exceptionally ineffective to 10

being exceptionally effective in response to the question "How effective was [activity] in terms of achievement of objectives?" *Source: World Bank Annual Client Feedback Survey for Knowledge and Advisory Services.*

Client feedback on World Bank effectiveness and impact on results (scale: 1-10): Average score of the ratings to the questions from Country Surveys (a) "Overall, please rate your impression of the World Bank's effectiveness in _" and (b) "To what extent does the World Bank's work help to achieve development results in _?" provided by the World Bank clients 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, respectively. World Bank clients are defined as respondents who report in the survey that they collaborate with the Bank. *Source: Country Survey Program.*

Client feedback on World Bank responsiveness and staff accessibility (scale: 1-10): Average score of the ratings to the question from Country Surveys "To what extent is the World Bank an effective development partner in _ , in terms of (a) responsiveness, and (b) staff accessibility?" provided by the World Bank clients on a 10-point scale with 1 being to no degree at all, and 10 being to a very significant degree. World Bank clients are defined as respondents who report in the survey that they collaborate with the Bank. *Source: Country Survey Program.*

Alignment with the Strategy: Definition under development.

Projects with beneficiary feedback during implementation (%): Percentage of IBRD/IDA investment project financing operations that report action on and/or results of implementing beneficiary feedback three years post project approval. *Source: Implementation Status and Result Report reviews.*

Resolved registered grievances (%): Percentage of grievances related to delivery of project benefits that were registered and that were actually resolved. The baseline is calculated from a survey of projects approved in fiscal year 2012 that committed to having a grievance redress mechanism in either the Project Appraisal Document (PAD), Resettlement Action Plan (RAP)/Resettlement Policy Framework (RPF) or Indigenous Peoples Plan (IPP), excluding Development Policy Operation, Financial Intermediary Financing, and Trust Funds < 5 mln US\$. The baseline data are based on data from 77 percent of applicable operations. *Source: Implementation Status and Results and Implementation Completion and Results Reports reviews.*

Projects with gender-informed analysis, action, and monitoring (%): Proportion of approved operations that integrate gender in 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 or to facilitate gender-disaggregated analysis. *Source: Project Appraisal Document reviews.*

Projects with gender monitoring at design reporting on it during implementation (%): Percentage of projects for which

data for sex-disaggregated and gender-relevant indicators in the results framework are collected and reported on. Active investment project financing operations that have been under implementation at least three years and that are gender-informed in all three dimensions (analysis, action, and/or monitoring and evaluation) are reviewed. Additional financing projects are included in the review. Additional efforts are under way to measure the extent to which gender-related actions are implemented and gender-related outcomes achieved. *Source: Project Appraisal Document and Implementation Status and Results Report reviews.*

Commitments with climate change co-benefits (US\$ billions): 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 terms, an activity can provide adaptation and/or mitigation co-benefits both when climate change is among its stated objectives or one of its 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. *Source: Project Appraisal and/or Supporting Documents.*

- Adaptation is defined as an activity that 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.
- Mitigation is defined as an activity that provides mitigation co-benefits if it either reduces Greenhouse Gases (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.

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. Reporting for this indicator will start in fiscal year 2016. *Source: Implementation Completion Reports.*

IBRD/IDA commitments (US\$ billions): Dollar value of the sum approved by the Board to be extended to the client in loan, credit, or grant terms from IBRD or IDA. *Source: World Bank data management system.*

Private capital mobilized (US\$ billions): Amount of direct financing (in the form of equity and/or debt) mobilized by IBRD or IDA, using private funding, to finance investments within member countries. For purposes of this Indicator, a private entity is one which (a) is carrying out, or is established for, a business purpose, and is operating on a commercial basis; (b) is financially, legally, and managerially autonomous; and (c) is not owned or managed by a government. Private capital mobilized by IBRD or IDA in an IBRD or IDA member country

is reported in the indicator when the private capital provided is legally committed to the project or invested in the client for defined business purposes or when it facilitates access to private financing by guaranteeing defined government payments or obligations. “Private Capital Mobilized” indicator is a sub-set of “Capital mobilized on Commercial Terms” indicator reported in the World Bank Group Scorecard. *Source: Project Implementation Status and Results and Implementation Completion and Results Reports.*

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

Satisfactory Bank performance: i) at entry, and ii) during supervision (%; IEG rating): Percentage of the net-commitment amount of the closed IBRD and IDA projects reviewed by the Independent Evaluation Group (IEG) that are rated moderately satisfactory, satisfactory, or highly satisfactory on overall World Bank performance at entry and during supervision against the total net-commitment amount of the closed projects reviewed by IEG on a three-year rolling basis. Both investment project financing and development policy operations are included. The data are reported for years for which at least 60% of the projects have been evaluated by IEG. The baseline data are based on 65% of IDA and IBRD projects evaluated as of February 28, 2014. The baseline data may change with more projects evaluated. *Source: Independent Evaluation Group.*

Time from the concept note to the first disbursement (months): Average number of months from Concept Note approval to the first disbursement for World Bank investment project financing operations (IBRD/IDA) that have completed the cycle Concept-First Disbursement. Baseline data are for fiscal years 2010-2012. *Source: World Bank data management system.*

Disbursement ratio (%): Average ratio of disbursed amount during the fiscal year to the undisbursed balances at the beginning of the fiscal year for investment project financing operations (IBRD/IDA). Three-year rolling average. *Source: World Bank data management system.*

Quality of knowledge and advisory services (scale: 1-10): Composite index taken from the annual client feedback survey of knowledge and advisory services, which combines responses provided on a 10-point scale from 1 being exceptionally ineffective to 10 being exceptionally effective on the following 5 dimensions: 1. Timeliness (“the product/service was delivered at the agreed time”); 2. Engagement (“the World Bank Team worked effectively with you and/or your organization or group during design, preparation and follow-up”); 3. Achieving objectives (“the extent to which the objectives identified at the start were achieved”); 4. Relevance (“the activity addressed the specific strategic and development goals of your agency or institution”); and 5. Technical quality (“the activity reflected up-to-date knowledge including approaches, data or international experience”). *Source: World Bank Annual Client Feedback Survey for Knowledge and Advisory Services.*

Knowledge and advisory services delivered in timely manner (%): Share of completed Discrete Economic Sector Work (ESW) and Technical Assistance (TA) products that are delivered in 18 months or less from Concept sign-off by management to Completion summary and of Just-in-Time ESW and TA delivered in six months or less from Activity Initiation to Completion. *Source: World Bank data management system.*

External funding attracted for knowledge and advisory services (US\$ millions): This indicator measures the attractiveness of the Bank as a knowledge provider by measuring overall external funding from Bank Executed Trust Funds (BETFs), Externally funded Outputs (EFOs), and Reimbursable Advisory Services (RAS) for completed knowledge and advisory services. Knowledge and Advisory Services include: (1) Knowledge for external clients (Economic & Sector work, Impact Evaluation, Non-lending Technical Assistance, External Training, Programmatic Approach); (2) Knowledge as a public good (Research Services, Global Monitoring and Data, and World Development Report), and (3) Knowledge management products, that are used to codify best practice on topics and themes both for internal and external audiences. *Source: World Bank data management system.*

Measure of knowledge flow. Definition under development.

Operations design drawing lessons from evaluative approaches (%): Percentage of operations approved in a reporting fiscal year that document lessons learned—from Impact Evaluations, Independent Evaluation Group (IEG) reviews of Implementation Completion Reports (ICRs), or such other analytical and evaluative documents as Public Expenditure Reviews (PERs), Country Financial Accountability Assessments (CFAA), etc.—and reflect them in the Section III (Project Design) of the Project Appraisal Document (PAD). *Source: Project Appraisal Document reviews.*

Projects with baseline data for all PDO indicators in the first ISR (%): Percentage of projects for which the initial Implementation Status and Results Reports (ISR) archived in the course of the fiscal year have baseline data for all project development objective (PDO) indicators. Includes IBRD, IDA, Global Environmental Facility, large Recipient Executed Trust Funds, Special Financing, and Montreal Protocol. *Source: Implementation Status and Results Report reviews.*

Total revenue (US\$ billions): Total revenues generated by IBRD and IDA. IBRD total revenue includes income from loans net of funding costs, income from investments net of funding costs, and net income from IBRD's equity management, 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. *Source: Year-end financial statements for IBRD and IDA.*

Average annual growth of IBRD business revenue (%; starting FY15): Growth rate is the average for the cumulative business revenues for the period starting in fiscal year 2015 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, and Bank-Executed Trust Fund (BETF) income (contra of which is BETF expense) and reimbursable expenses for IBRD and IDA. *Source: Year-end financial statements for IBRD and IDA.*


IBRD maximum loan exposure (US\$ billions): Maximum current year loan exposure that could be supported by current year usable equity capital based on the target 20% E/L ratio. (Maximum current year loan exposure = current year usable equity / 20%). The 20% E/L ratio target was approved by the Board on February 11, 2014. The fiscal year 2013 value published in the brochure is computed using the E/L ratio target (23%) that was effective through February 10, 2014. *Source: Year-end financial statements for IBRD.*

Expense to business revenue ratio (%): Expense include: Total administrative expenses for the World Bank including expenses of Regions, Global Practices, Other Operational Units, Financial, Administrative, and Corporate Units, expenses for the Grant-Making Facilities, pension costs and miscellaneous adjustments including savings from Expenditure Review. Business revenue includes: IDA services charge income, IBRD loan spread net of funding costs, revenue from external funds including Bank-Executed Trust Funds (BETFs) and reimbursables, and other miscellaneous non-operational revenue including cost-sharing to IFC, MIGA, and IMF. Does not include IBRD and IDA investment income and IBRD income from equity management. *Source: World Bank data management system and Year-end financial statements for IBRD and IDA.*

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

Employee engagement (%): The Employee Engagement Index (EEI) measures how staff think, feel and act. It is comprised of seven survey items grouped into these three categories: (i) How staff think: "Q16: I have a good understanding of the direction..."; "Q35: I can see a clear link between my work and WBG's goals"; (ii) how staff feel: "Q1: Rate WBG as a place to work"; "Q2: I am proud to work at the WBG"; "Q3: WBG inspires me to do my best work."; (iii) how staff act: "Q36: My job makes good use of my skills and abilities"; "Q38: I feel encouraged to find new and better ways of doing things." *Source: World Bank Group 2013 Employee Engagement Survey.*

Managerial effectiveness (%): The Managerial Effectiveness



Index (MEI) measures the successful application of a manager's technical and people skills to effectively lead his/her team. Specially it measures how a manager helps his/her staff succeed in their career; how he/she role models some of the organization's key value and practices, such as honesty and integrity, fairness to all staff, and taking informed risks. The MEI comprises of seven attributes: managers' technical skills (Q27); managers' people skills (Q28); helping staff to succeed (Q30 & Q33) and role modeling WBG values to staff (Q29, Q31, & Q32). *Source: World Bank Group 2013 Employee Engagement Survey.*

Staff diversity (index): A weighted composite index made up of the four institutional diversity indicators (SSA/CR for staff of Sub-Saharan African origin, GF/GG grade level Women, Part II Managers, and Female Managers) measuring their aggregate difference from the target, which is 1. It is calculated by adding the ratio of each indicator to the target (1 if above

target) with 0.4 factor for SSA/CR (to convey the relative difficulty historically of identifying qualified candidates) and 0.2 factor for each of the other three indicators. *Source: World Bank Group HR system.*

Inclusion index (%): The Inclusion Index measures the degree to which the diverse background of the employees and an inclusive work environment foster equal opportunities for everyone to succeed in the work place, regardless of their demographic characteristics. It measures the degree to which the Bank creates a diverse and inclusive environment at all levels of the organization. The Index comprises six attributes: how inclusive is the WBG environment (Q55 & Q56); the perception of diversity and inclusion at different levels of the institution (Q58, Q59, & Q60), and how staff feel they are treated (Q57). *Source: World Bank Group 2013 Employee Engagement Survey.*



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