Pension Investment Management Framework

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Sovereign Investment Partnerships
World Bank Treasury
Washington, DC
treasury.worldbank.org
Road Map

- Background on World Bank Treasury
- Overview of World Bank Pension Fund
- Pension Fund Investment Framework
  - Governance Structure
  - Investment Policy
  - Investment Management
  - Risk Management
  - Performance Measurement
  - Accounting & Reporting
  - Information Technology
World Bank Treasury Activities

- **US$100-115 billion of investment management**
  - 85% managed internally
  - 15% managed externally
  - Full spectrum of assets, from fixed income (bonds) to private equity
  - Includes US$15 billion of Pension Plan Assets

- **US$20-40 billion borrowings per year**
  - Frequent international issuer with hundreds of transactions per year
  - Wide variety of products with different maturities, currencies, and structures

- **US$25-50 billion derivative operations per year**
  - Variety of derivative products for risk management
Overview of WB Pension Fund

- Established in 1948
- Current fund size: USD 15 billion
- Membership: 13000 active staff, 7200 retirees
- Well-funded plan, with assets in excess of liabilities
- Investments in a wide range of asset classes including equities, bonds, real estate, hedge funds and private equity
- Investment activities overseen by Pension Finance Committee, and managed by qualified professional staff
Pension Fund Management Decisions

- **Policy**
  - **HR Policy**: Pension plan design resulting in creation of contractual obligations or liabilities
  - **Overall Policy**: Funded scheme ensures security of entitlement and sustainability
  - **Funding Policy**: Contributions to a funded scheme have to be determined
  - **Investment Policy**: Investment Policy devised for maximizing Plan wealth subject to risk constraints

- **Employer Pension Scheme**
- **Funded or Pay as You Go (PAYG) Scheme**
- **Contributions Participants & Employer**
- **Investment Process**
Overall goal is to build up and sustain a well-funded pension plan that can meet the contractual pension liabilities over time.

Ultimately, the pension benefit payments have to be met through some combination of contributions from the sponsor and investment returns on plan assets (*Funding Policy and Investment Policy*).

Critical decision involves making the appropriate tradeoff between return and risk.

A very conservative investment policy could result in meager investment returns, and force the sponsor to make large contributions.

A very aggressive investment policy could make the fund vulnerable to adverse investment outcomes, and jeopardize the financial health and security of the plan.
Guiding Principles

- Good governance = Clear separation of roles and accountabilities;
- Every pension fund has a unique risk profile based on:
  - the liability characteristics of the Fund; and
  - the size of the Fund relative to its liabilities;
- Board should “own” the Fund’s risk profile (both SAA & Risk Budget), and should review it at regular intervals, as well as in response to structural changes (e.g. availability of new asset classes, demographic profile of beneficiaries, cash-flow needs, capacity of domestic markets, ability to hedge currency risk);
- Policy decisions need to be clearly articulated and documented;
- All other decisions should be delegated to levels where they can be made most effectively, together with enhanced controls which create accountability; and
- Risk usage, total return, and performance versus benchmarks, should be monitored and reported regularly with a focus on the Fund’s investment horizon;
Organizational Structure

**Governing Board**
- Investment Policy
- Overall Risk Budget
- Oversight

**Internal Audit**
- Periodic review of processes and procedures

**Controller**
- Financial Statements
- Internal Control Environment

**Accounting & Valuations**
- Pricing
- Accounting
- Reconciliation

**Settlement & Control**
- Bank balances
- Trade settlement
- Operational risk measurement

**Risk & Analytics**
- Risk
- Benchmarks
- Performance

**Investment Committee**
- Investment Guidelines
- Risk Allocation
- External vs In-house Mgmt.

**Legal Counsel**

**Investment Management**
- In-house Mgmt.
- Mgmt. of Ext. Managers
- Active risk Mgmt.
What decisions do we need to make?

Range of required investment-related decisions

- Roles and responsibilities of oversight committee and staff
- Investment philosophy, objectives, investment horizon, and risk tolerance
- Investment policy
  - role of liabilities
  - asset class strategies
  - performance benchmarks
  - risk budget for active management
- Internal versus external management of the pension assets
- Portfolio construction and manager selection
- Engagement of auditors and custodian
- Frequency and content of reporting to – staff, management, investment committee, board, stakeholders
- Budget for investment management
Key Roles

GOVERNING BOARD
- Approves Investment Policy: Fund Objectives, Investment Horizon, Risk Tolerance & Metrics, Eligible Asset Classes, SAA, Risk Budget

INVESTMENT COMMITTEE
- Sets Policy Benchmarks, Allocates Risk Budget, Approves Investment Guidelines

STAFF
- Implements Investment Policy
Governance: World Bank Pension Plan – Staff Delegation

Staff develop, recommend and implement asset allocation, investment management and other policies in a well segregated and specialized institutional environment

Significant delegation of decision-making to staff
Importance of On-going Board Education

- Continuing orientation and education of Board members, both individually and as a group

- Education ensures understanding of fiduciary responsibilities and scope of authority

- Participation by external “experts” in Board meetings as necessary, particularly when specialized topics are being presented by staff

- Ultimate objective is to facilitate the Board’s ability to make necessary decisions, and “own” these decisions
Importance of Strategic Public Communication

1. What are your Objectives?

2. Who is your Audience?

3. What behavior change are you aiming for?

4. What Message(s) do you want to Communicate?

5. What Channels can you use to Communicate?

6. How do you Measure and Evaluate Results?
Investment Framework

- Governance Structure
- Information Technology
- Performance Measurement
- Risk Management
- Investment Management
- Accounting & Reporting
- Investment Policy
1. Fund Objectives and Investment Horizon

2. Risk Tolerance and Other Constraints

3. Capital Markets Assumptions and Eligible Asset Classes

4. SAA Model
   Optimization/simulation methods to determine the best long-term allocation

5. Implementing the SAA
   Setting the policy benchmark

Investment Policy Process
Defined Benefit Pension Funds

- **Fund Objectives:**
  - Fund stream of cash outflows in cheapest possible way, given that:
    - cash inflows (e.g. contributions) can be controlled
    - cash outflows (e.g. benefit payments) uncertain and cannot easily be controlled or influenced

- **Investment Horizon:**
  - Typically fairly long, but may be affected by regulatory and accounting factors

- **Risk Tolerance:**
  - Moderate to High, but can vary depending on funded status and demographic profile of beneficiaries
Defined Contribution Pension Funds

- **Fund Objectives:**
  - Create stable and sufficient retirement income, given that:
    - cash inflows (e.g. contributions) are known
    - cash outflows (e.g. required income in retirement) relatively more uncertain

- **Investment Horizon:**
  - Typically fairly long, but depends on age of individual

- **Risk Tolerance:**
  - Low, Moderate, or High, depending on age and retirement goals of individual
“The process by which an institution determines the appropriate neutral asset allocation to achieve its long-term investment objectives”

- SAA is neutral (should not be driven by short-term market views)
- Objectives are long-term and can be varied (help meet certain future payment obligations or liabilities, preserve and grow capital etc.)
- SAA should be reviewed periodically (conditions can change, both internal and external)
- Essentially involves trade-off between return and risk
- Typically SAA seeks to maximize return subject to a set of risk constraints
- Pension SAA should be liability driven
Importance of long-term investment policy

Strategic asset allocation is the key driver of long-term investment success:
- defines the overall return-risk profile of the portfolio
- ranks high in the hierarchy of investment decisions
- needs to be owned at the highest level

Maintain and grow the plan surplus, which is the difference between the value of assets and liabilities.

Maintain and grow the funded ratio, which is the ratio of assets to liabilities.

Liabilities are the key to definition of pension plan investment objectives.

Critical to understand the nature of liabilities (e.g., are they indexed to inflation, etc.) and how they are valued.
Liabilities are the present value of benefit payments and can be valued using different assumptions and measures.

<table>
<thead>
<tr>
<th></th>
<th>Past Service</th>
<th>Future Service</th>
<th>Salary Increase</th>
<th>New Entrants</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABO</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PBO</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Closed Group</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Open Group</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Define key actuarial assumptions such as mortality, termination rates, cost-of-living increases in pensions, investment return, inflation.
• Portfolios should be constructed on an asset-liability basis
  – Correlations between assets and liabilities matter
Illustrative back-test – liabilities matter

Impact of Fixed Income duration on the Funded Ratio

<table>
<thead>
<tr>
<th>Asset-only Pension Portfolio</th>
<th>LDI Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Allocation</strong></td>
<td><strong>Allocation</strong></td>
</tr>
<tr>
<td>US Equity</td>
<td>US Equity</td>
</tr>
<tr>
<td>35%</td>
<td>35%</td>
</tr>
<tr>
<td>International Equity</td>
<td>International Equity</td>
</tr>
<tr>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Lehman Global Agg. (Hedged)</td>
<td>Long maturity Treasury Bonds</td>
</tr>
<tr>
<td>40%</td>
<td>40%</td>
</tr>
<tr>
<td>Real Estate</td>
<td>Real Estate</td>
</tr>
<tr>
<td>10%</td>
<td>10%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Surplus return</th>
<th>Surplus volatility</th>
<th>Asset-only volatility</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Asset-only Pension</strong></td>
<td>-7.1%</td>
<td>17.8%</td>
<td>9.5%</td>
</tr>
<tr>
<td><strong>LDI</strong></td>
<td>-5.3%</td>
<td>13.1%</td>
<td>10.6%</td>
</tr>
</tbody>
</table>

Source: Ryan Labs Liabilities Index, Bloomberg and World Bank Treasury calculations.
Determinants of Institutional Risk Tolerance

Risk Tolerance

Sponsor Financial Strength
- Size of the plan relative to the sponsor
- Financial health of the sponsor

Investment Horizon
- Net cash flow profile of the plan
- Demographics of the plan

Funded Status

Stronger sponsor implies a higher ability to take risk
A longer investment horizon implies a higher ability to take risk
A higher funded ratio implies a higher ability to take risk
Typical Risk Constraints

Two measures of risk:

a. Minimum acceptable funded ratio levels
b. Maximum acceptable contribution rates

Maximum acceptable contribution rate

Avoid high contributions (Plan Sponsor’s Objective)

Maximize Return *(max. wealth of Fund)*

Avoid low funded ratios (Staff and Retirees Objective)

Minimum acceptable funded ratio
I. Liquidity Risk

The risk that assets cannot be converted into cash in a timely manner or incurring reasonable transaction costs in order to meet any and all forecasted and unpredicted cash flows.

II. Market Risk

Potential change in market value of assets due to:
- interest rate changes (interest rate risk)
- change in spread to an underlying security (spread risk)
- change in expectations of future earning potential (equity risk)

III. Credit Risk

The risk of default on an obligation by the counter-party.
## Evaluating Eligible Asset Classes

<table>
<thead>
<tr>
<th>Category</th>
<th>Liquidity Risk*</th>
<th>Market Risk*</th>
<th>Credit Risk*</th>
<th>Total Risk Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Bonds (Dev. Mkt.)</td>
<td>L</td>
<td>L</td>
<td>L</td>
<td>L</td>
</tr>
<tr>
<td>Agency Bonds/MBS</td>
<td>L/M</td>
<td>L/M</td>
<td>L</td>
<td>L/M</td>
</tr>
<tr>
<td>ABS/CMBS</td>
<td>M</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td>Corporate Inv. Grade</td>
<td>M/H</td>
<td>M</td>
<td>M</td>
<td>M</td>
</tr>
<tr>
<td>Equities (Dev. Mkt.)</td>
<td>L</td>
<td>H</td>
<td>M/H</td>
<td>M/H</td>
</tr>
<tr>
<td>Emerging Market Debt</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>H</td>
</tr>
<tr>
<td>Corporate High Yield (junk bonds)</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>H</td>
</tr>
<tr>
<td>Emerging Market Equity</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>H</td>
</tr>
<tr>
<td>Private Equity</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>H</td>
</tr>
<tr>
<td>Real Estate</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>H</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>H</td>
<td>H</td>
<td>H</td>
<td>H</td>
</tr>
</tbody>
</table>

*L = Low, M = Moderate, H = High*
Stocks are much more volatile than bonds or cash investments, especially over short horizons, but can produce higher returns over the long run.
Asset classes are typically evaluated in terms of risk (measured by volatility) and expected return.

Historical returns based on quarterly data from 1990 to 2010.
Expected return versus volatility over next 5 years
Strategic Asset Allocation (SAA) is set by the Pension Finance Committee (PFC) every three years

- We use an Asset Liability model to generate multiple future economic scenarios based on asset class risk/return assumptions
- We evaluate different SAA allocations over these scenarios and determine funded ratios and contribution rates under each scenario
- We identify the SAA that meets the PFC’s risk criteria and maximizes the Plan’s wealth
- We then establish an appropriate benchmark for each of the asset classes in the SAA, which results in a “benchmark” portfolio
Fund Separation Philosophy

Liabilities

Objectives & Risk Budget

Return Generating Portfolio

Investment Portfolio

Liability Hedging Portfolio

Identify hedging instruments and strategy

Identify asset allocation within risk budget

Investment Policy Statement

Asset Strategy

Policy

Implementation, monitoring and reporting
WB Pension Fund: Target Asset Allocation

- Equity Strategies, 42%
- Liability Hedging, 20%
- Fixed Income, 9%
- Cash, 2%
- Absolute Return Strategies, 15%
- Real Assets Strategies, 12%
Investment Management

- **Benchmark portfolio represents:**
  - the “practical” strategic asset allocation
  - optimal and feasible portfolio
  - reference portfolio to assess added value from active investment management

- **Investment Management may involve:**
  - just a replication of the benchmark (passive management or ‘indexing’), or
  - tactical deviations from benchmark to implement market views with the objective of outperforming the benchmark (active management), or
  - an intermediate strategy focusing mostly on profiting, within defined risk limits, from arbitrage opportunities thrown up by short-term market conditions (‘enhanced indexing’).
### Investment Management Styles: Key Elements

<table>
<thead>
<tr>
<th></th>
<th>Passive Management</th>
<th>Enhanced Indexing</th>
<th>Active Management</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Investment Style</strong></td>
<td>Benchmark Replication</td>
<td>Arbitrage based</td>
<td>Taking Market Views</td>
</tr>
<tr>
<td><strong>Excess Returns</strong></td>
<td>Low</td>
<td>Moderate</td>
<td>Volatile</td>
</tr>
<tr>
<td><strong>Risks</strong></td>
<td>Low</td>
<td>Moderate</td>
<td>High</td>
</tr>
<tr>
<td><strong>Risk Management</strong></td>
<td>Compliance</td>
<td>Basic</td>
<td>Complex</td>
</tr>
<tr>
<td><strong>Staffing Implications</strong></td>
<td>No Investment Manager Discretion</td>
<td>Investment Managers engaged in market</td>
<td>Investment Managers 100% market focused</td>
</tr>
</tbody>
</table>
Role of External Asset Managers

- Benchmark for Internal Management
- Skills & Technology Sharing
- Enhancing Risk-Adjusted Returns
- Access to Resource Intensive Investment Strategies
- Reduce Staff Turnover Risk
- Reduce Cost
Ongoing Monitoring of Monthly Data Flows

Manager 1
Manager 2
Manager 3

Custodian

Risk and Compliance Reporting Vendor

Sponsor

Risk Reports

Trade Data

Holdings Data

Performance Accounting Data

Price Reconciliation

Price Data

Pricing Vendors

Performance, Risk, Positions, Market Color
Risk in Investment Decision Process

Total Plan Investments

Strategic Asset Allocation
Benchmark: Liabilities

Active Management

Tactical Asset Allocation
1. TAA Across Asset Classes
   Benchmark: SAA weights
2. TAA Within Asset Classes
   Benchmark: SAA benchmarks
3. Misfit/Benchmark Risk

Manager Selection
Benchmark:
Manager benchmarks
Risk structure should reflect governance and responsibility structure of organization (which decision incurs what risk)

- Total Risk
  - Strategic Asset Allocation Risk
    - Surplus volatility, Surplus-at-risk (SAA portfolio vs Liabilities)
  - Active Management Risk
    - Tracking error (Actual portfolio vs SAA portfolio)
  - Tactical Asset Allocation Risk
    - Deviation Risk across asset classes (risk from under/over weight)
    - Tracking error (Actual weight vs SAA weight)
  - Manager Active Risk
    - Benchmark Allocation Risk within asset classes
      - Tracking error (SAA Benchmark vs Manager Benchmark)
    - Tracking error (Actual portfolio vs Manager Benchmark)
Three Stages of Risk Management

I. Risk Measurement
   What is our risk?
   How do we measure our risk?

II. Risk Attribution
   Where does our risk come from?
   Which decisions contributed to risk?

III. Risk Allocation
   How do we utilize and manage risk going forward?
   How do we want to allocate risk?
## Risk at Asset Class Level

<table>
<thead>
<tr>
<th>Asset Classes</th>
<th>FMV Million USD</th>
<th>Policy %</th>
<th>Actual %</th>
<th>TAA Bet</th>
<th>Annualized (in bps)</th>
<th>Policy Absolute Risk (Std. Dev.)</th>
<th>Annualized (in bps)</th>
<th>Total TE</th>
<th>Alpha</th>
<th>IR</th>
<th>TAA Mismatch Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>US Equities</td>
<td>2164.46</td>
<td>23.0%</td>
<td>23.0%</td>
<td>0.0%</td>
<td>434</td>
<td>439</td>
<td>10</td>
<td>25</td>
<td>2.4</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>NUS Equities</td>
<td>1586.63</td>
<td>16.7%</td>
<td>16.9%</td>
<td>0.1%</td>
<td>285</td>
<td>287</td>
<td>25</td>
<td>68</td>
<td>2.8</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>EM Equities</td>
<td>196.12</td>
<td>2.1%</td>
<td>2.1%</td>
<td>0.0%</td>
<td>55</td>
<td>60</td>
<td>9</td>
<td>5</td>
<td>0.6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Hedge Funds</td>
<td>527.43</td>
<td>5.6%</td>
<td>5.6%</td>
<td>0.0%</td>
<td>15</td>
<td>3</td>
<td>15</td>
<td>1</td>
<td>0.1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>HY</td>
<td>0.90</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>EMFI</td>
<td>68.53</td>
<td>0.0%</td>
<td>0.7%</td>
<td>0.7%</td>
<td>10</td>
<td>0</td>
<td>10</td>
<td>13</td>
<td>1.3</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>USFI</td>
<td>1176.51</td>
<td>13.5%</td>
<td>12.5%</td>
<td>1.0%</td>
<td>38</td>
<td>45</td>
<td>9</td>
<td>4</td>
<td>0.5</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Global FI</td>
<td>1143.49</td>
<td>12.8%</td>
<td>12.2%</td>
<td>0.7%</td>
<td>37</td>
<td>34</td>
<td>10</td>
<td>1</td>
<td>0.4</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Currency</td>
<td>1004.75</td>
<td>11.0%</td>
<td>11.0%</td>
<td>0.0%</td>
<td>36</td>
<td>39</td>
<td>7</td>
<td>4</td>
<td>0.6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL PORTFOLIO</td>
<td>9,408.25</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
<td>750</td>
<td>742</td>
<td>73</td>
<td>191</td>
<td>2.4</td>
<td>11</td>
<td>6</td>
</tr>
</tbody>
</table>

Risk under No Correlation: 539  544  73  10  6  73

Calculations Based on Historical Data from ... to ...
Sample Performance Attribution Report

TAA
-0.3
4.8
5.1

TOTAL
-1.8

ACTIVE
-6.6

Equities
7.3 (-)

Fixed Income
-2.8 (+)

US Equities
4.4 (-)

Global Fixed Income
-0.3 (=)

Non-US Equities
3.3 (-)

Emerging Markets
-2.4 (+)

US Equities
3.0

Global Fixed Income
-2.1

Non-US Equities
-0.2

Emerging Markets
-1.4

Source: RAM2002: excess return
Role of a Custodian

Core functions
- Settlement & Safekeeping
- Portfolio Accounting & Reporting

Value Added functions
- Performance reporting & Compliance check
- Cash management
- Securities lending
- Benefit payment
- Risk & Return analysis
- Tax reclamation
Periodic, relevant and reliable reporting are key to our governance.

Internal Audit also plays an important role in the periodic assessment of risks and controls.

Board of Directors and Beneficiaries: Annually

Pension Finance Committee: Quarterly

Treasury Management: Monthly
- Performance
- Risk
- Exposures
- Portfolio rebalancing and cash requirements

Front, middle and back-office staff: Daily/on-going monitoring and decision-making
Investment Framework

- Governance Structure
- Information Technology
- Investment Policy
- Investment Management
- Risk Management
- Performance Measurement
- Accounting & Reporting
The risk/volume profile defines IT solutions which drive costs!

**Volume: Size and # of Tx’s**

<table>
<thead>
<tr>
<th>Risk Profile</th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>$</td>
<td>$$$</td>
</tr>
<tr>
<td>High</td>
<td>$</td>
<td>$$$$</td>
</tr>
</tbody>
</table>
Create a governance structure which aligns incentives of fiduciaries with those of stakeholders in the assets and ensures accountability for results.

Focus on continuing Board education as well as an explicit strategic communication strategy with all stakeholders.

Define investment objectives and risk tolerance in the context of liability characteristics when setting investment policy.

Evaluate passive versus active management decisions in the context of your risk tolerance and organizational capabilities; recognize that managing external managers requires significant investment in infrastructure.
Understand the linkages between measurement, attribution, and allocation of risk and its impact on effective investment management.

Measure performance regularly as it provides an important check on the quality of investment decisions and serves as an ex-post risk control mechanism.

Select the right custodian as this will determine the quality and timeliness of reporting to the governing board, which in turn will impact the quality of decisions made by the governing board.

Recognize the importance of hiring and retaining qualified professional staff with the right skills mix.
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