



World Bank Group | World Bank
Corporate Scorecards Tier 3
April 2017

DEVELOPMENT IMPACT

Satisfactory completion of country strategies		Satisfactory outcomes of WBG operations - World Bank		Satisfactory outcomes of WBG operations - IFC		Satisfactory outcomes of WBG operations - MIGA		Bank Advisory Services and Analytics (ASA) objectives accomplished	
Baseline (FY13)	55 (FY10-13) percent, IEG rating	Baseline (FY13)	71.2 (FY10-12) percent, IEG rating	Baseline (FY13)	64* (CY10-12) percent, IEG rating	Baseline (FY13)	76 (FY09-12) percent, IEG rating	Baseline (FY13)	61** percent, client rating
Actual (FY17Q2)	65 (FY14-17) percent, IEG rating ● off-track	Actual (FY17Q2)	72.8 (FY13-15) percent, IEG rating ● watch	Actual (FY16)	54 (CY13-15) percent, IEG rating ● off-track	Actual (FY17Q2)	61 (FY10-15) percent, IEG rating	Actual (FY17Q2)	95 percent, client rating
Actual in FCS (FY17Q2)	63 (FY14-17) percent, IEG rating ● watch	Actual in FCS (FY17Q2)	66.3 (FY13-15) percent, IEG rating ● off-track	Target (FY17)	65 (CY14-16) percent, IEG rating	Actual in FCS (FY17Q2)	nu	Target (FY17)	FY17 percent, client rating
Target (FY17)	70 percent, IEG rating	Target (FY17)	75 percent, IEG rating						
IFC advisory services successful development effectiveness rating		Stakeholder feedback on WBG effectiveness and impact on results		Stakeholder feedback on WBG knowledge		Client feedback/satisfaction on WBG effectiveness and impact on results		Client feedback/satisfaction for IFC investment/advisory services	
Baseline (FY13)	76 percent, self-rating	Baseline (FY13)	6.4 scale: 1-10	Baseline (FY13)	6.8 scale: 1-10	Baseline (FY13)	6.9 scale: 1-10	Baseline (FY13)	85/90 percent satisfied
Actual (FY17Q2)	68 percent, self-rating ● watch	Actual (FY16)	6.6 scale: 1-10 ● on-track	Actual (FY16)	7.1 scale: 1-10 ● on-track	Actual (FY16)	7.1 scale: 1-10 ● on-track	Actual (FY17Q2)	94/90 percent satisfied ● on-track / ● on-track
Actual in FCS (FY17Q2)	60 percent, self-rating ● off-track	Actual in FCS (FY16)	6.3 scale: 1-10 ● watch	Actual in FCS (FY16)	6.8 scale: 1-10 ● watch	Actual in FCS (FY16)	6.6 scale: 1-10 ● on-track	Actual in FCS (FY16)	80/85 percent satisfied ● watch / ● on-track
Target (FY17)	65 percent, self-rating	Target (FY17)	7.0 scale: 1-10	Target (FY17)	7.0 scale: 1-10	Target (FY17)	7.0 scale: 1-10	Target (FY17)	85 percent satisfied

STRATEGIC CONTEXT

Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD)		Climate related WBG commitments		Gender integrated country strategies	
Baseline (FY13)	31.3 (FY15) percent	Baseline (FY13)	8.4 US\$ billions	Baseline (FY13)	86 percent
Actual (FY17Q2)	80 percent ● watch	Actual (FY17Q2)	10.8 (FY16) US\$ billions	Actual (FY17Q2)	100 percent ● on-track
Actual in FCS (FY17Q2)	100 percent ● on-track	Actual in FCS (FY17Q2)	0.43 US\$ billions	Actual in FCS (FY17Q2)	100 percent ● on-track
Target (FY17)	100 percent	Target (FY17)	100 percent	Target (FY17)	100 percent
Share of Country Partnership Frameworks (CPFs) that have at least one joint objective in the results matrix		Staff time spent across GP/CCSAs		Staff perception of WBG collaboration	
Baseline (FY13)	83.3 percent	Baseline (FY13)	9.1 (FY15) percent	Baseline (FY13)	23 percent
Actual (FY17Q2)	100 percent	Actual (FY17Q2)	9.9 percent	Actual (FY16)	34 percent ● watch
Actual in FCS (FY17Q2)	100 percent	Target (FY17)	66 percent	Target (FY17)	66 percent

FINANCIAL SUSTAINABILITY AND EFFICIENCY

Total revenue		Average annual growth of WBG business revenue		Gross expenditure reduction	
Baseline (FY13)	8.5 US\$ billions	Baseline (FY13)	n/a percent	Baseline (FY13)	n/a US\$ billions
Actual (FY17Q2)	9.8 US\$ billions	Actual (FY16)	2 percent ● off-track	Actual (FY16)	263 US\$ billions ● on-track
		Target (FY17)	>5% (FY15-24) percent	Target (FY17)	400 (FY18) US\$ billions

MANAGING TALENT

Employee engagement		Managerial effectiveness		Staff diversity		Inclusion index	
Baseline (FY13)	71 percent	Baseline (FY13)	67 percent	Baseline (FY13)	0.85 index	Baseline (FY13)	54 (FY15) percent
Actual (FY16)	73 percent ● on-track	Actual (FY16)	71 percent ● on-track	Actual (FY17Q2)	0.89 index ● watch	Actual (FY16)	57 percent ● watch
Target (FY17)	76 percent	Target (FY17)	71 percent	Target (FY17)	1.0 index	Target (FY17)	68 percent

OPERATIONAL DELIVERY FOR CLIENTS

Satisfactory WBG performance for country strategies		WBG commitments	
Baseline (FY13)	72 percent, IEG rating	Baseline (FY13)	52.9 US\$ billions
Actual (FY17Q2)	62 (FY14-17) percent, IEG rating ● off-track	Actual (FY17Q2)	21.9 US\$ billions
Actual in FCS (FY17Q2)	63 (FY14-17) percent, IEG rating ● off-track	Actual in FCS (FY17Q2)	2.1 US\$ billions
Target (FY17)	75 percent, IEG rating		
Capital mobilized on commercial terms		Private capital mobilized (direct)	
Baseline (FY13)	111 US\$ billions	Baseline (FY13)	n/a US\$ billions
Actual (FY16)	12 US\$ billions	Actual (FY16)	9.2 US\$ billions
Actual in FCS (FY16)	0.2 US\$ billions		
Time for operational delivery WB: Concept to first disbursement		Time for operational delivery IFC: Mandate-to-disbursement	
Baseline (FY13)	28 months	Baseline (FY13)	n/a median # days
Actual (FY17Q2)	27 months ● off-track	Actual (FY17Q2)	172 median # days ● watch
Actual in FCS (FY17Q2)	24 months ● off-track	Target (FY17)	150 median # days
Target (FY17)	Cut by 1/3 months		
Time for operational delivery MIGA: Concept to Guarantee issuance		Staff time spent across Regions	
Baseline (FY13)	5.41 months	Baseline (FY13)	10.7 (FY15) percent
Actual (FY17Q2)	3 months	Actual (FY17Q2)	12.3 percent

DEVELOPMENT IMPACT

Satisfactory outcomes for IBRD/IDA operations as a share of operations		Satisfactory outcomes for IBRD/IDA operations as a share of commitments	
Baseline (FY13)	71.2 (FY10-12) percent, IEG rating	Baseline (FY13)	81.8 (FY10-12) percent, IEG rating
Actual (FY17Q2)	72.8 (FY13-15) percent, IEG rating ● watch	Actual (FY17Q2)	86.1 (FY13-15) percent, IEG rating ● on-track
Actual in FCS (FY17Q2)	66.3 (FY13-15) percent, IEG rating ● off-track	Actual in FCS (FY17Q2)	79.0 (FY13-15) percent, IEG rating ● watch
Target (FY17)	75 percent, IEG rating	Target (FY17)	80 percent, IEG rating
Advisory Services and Analytics (ASA) objectives accomplished		Client feedback on WB effectiveness and impact on results	
Baseline (FY13)	61** percent, client rating	Baseline (FY13)	6.9 scale: 1-10
Actual (FY17Q2)	95 percent, client rating	Actual (FY16)	7.2 scale: 1-10 ● on-track
Actual in FCS (FY17Q2)	nu	Actual in FCS (FY16)	6.8 scale: 1-10 ● watch
Target (FY17)	FY17 percent, client rating	Target (FY17)	7.0 scale: 1-10
Client feedback on WB responsiveness and staff accessibility			
Baseline (FY13)	6.6 scale: 1-10		
Actual (FY16)	6.9 scale: 1-10 ● on-track		
Actual in FCS (FY16)	6.5 scale: 1-10 ● watch		
Target (FY17)	7.0 scale: 1-10		

STRATEGIC CONTEXT

Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD)		Projects with beneficiary feedback indicator at design		Resolved registered grievances	
Baseline (FY13)	31.3 (FY15) percent	Baseline (FY13)	26 (FY14) percent	Baseline (FY13)	75 percent
Actual (FY17Q2)	80 percent ● watch	Actual (FY17Q2)	92 percent ● watch	Actual (FY16)	nu
Actual in FCS (FY17Q2)	100 percent ● on-track	Actual in FCS (FY17Q2)	91 percent ● watch	Actual in FCS (FY16)	nu
Target (FY17)	100 percent	Target (FY17)	100 percent		
Projects with gender-informed analysis, action and monitoring		Projects reporting on gender results during implementation		Commitments with climate co-benefits	
Baseline (FY13)	54 percent	Baseline (FY13)	55 percent	Baseline (FY13)	5.9 US\$ billions
Actual (FY17Q2)	62 percent ● watch	Actual (FY17Q2)	70 percent ● off-track	Actual (FY16)	8.6 US\$ billions
Actual in FCS (FY17Q2)	52 percent ● watch	Actual in FCS (FY17Q2)	69 percent ● off-track	Actual in FCS (FY17Q2)	0.1 US\$ billions
Target (FY17)	66 percent	Target (FY17)	75 percent		

OPERATIONAL DELIVERY FOR CLIENTS

IBRD/IDA commitments		Private capital mobilized		IBRD/IDA disbursements		Satisfactory Bank performance at entry (% , IEG rating)	
Baseline (FY13)	31.5 US\$ billions	Baseline (FY13)	1.1 US\$ billions	Baseline (FY13)	27.1 US\$ billions	Baseline (FY13)	70.9 (FY10-12) percent of commitments
Actual (FY17Q2)	14.3 US\$ billions	Actual (FY16)	nu	Actual (FY17Q2)	14.6 US\$ billions	Actual (FY17Q2)	76.4 (FY13-15) percent of commitments ● watch
Actual in FCS (FY17Q2)	1.2 US\$ billions	Actual in FCS (FY16)	nu	Actual in FCS (FY17Q2)	2 US\$ billions	Actual in FCS (FY17Q2)	56.7 (FY13-15) percent of commitments ● off-track
Target (FY17)				Target (FY17)	80 percent of commitments		
Satisfactory Bank performance during supervision (% , IEG rating)		Time from the concept note to the first disbursement (% , IEG rating)		Disbursement ratio (% , IEG rating)		Quality of Advisory Services and Analytics (ASA)	
Baseline (FY13)	84.5 (FY10-12) percent of commitments	Baseline (FY13)	28 months	Baseline (FY13)	20.5 (FY11-13) percent	Baseline (FY13)	n/a percent
Actual (FY17Q2)	89.3 (FY13-15) percent of commitments ● on-track	Actual (FY17Q2)	27 months ● off-track	Actual (FY17Q2)	8.3 percent ● watch	Actual (FY17Q2)	87 percent
Actual in FCS (FY17Q2)	80.6 (FY13-15) percent of commitments ● watch	Actual in FCS (FY17Q2)	24 months ● off-track	Actual in FCS (FY17Q2)	7.4 percent ● watch	Actual in FCS (FY17Q2)	nu
Target (FY17)	80 percent of commitments	Target (FY17)	Cut by 1/3 months	Target (FY17)	20 percent	Target (FY17)	FY17 percent
Actual in FCS (FY17Q2)	80 percent of commitments						
External funding attracted for Advisory Services and Analytics (ASA)		Staff time spent across Regions		Operations design drawing lessons from evaluative approaches		Projects with baseline data for all PDO indicators in the first ISR	
Baseline (FY13)	156 US\$ millions	Baseline (FY13)	10.7 (FY15) percent	Baseline (FY13)	50 ¹ percent	Baseline (FY13)	69 percent
Actual (FY17Q2)	61.3 US\$ millions			Actual (FY17Q2)	74 ² percent ● off-track	Actual (FY17Q2)	86 percent ● watch
Actual in FCS (FY17Q2)	2.3 US\$ millions	Actual (FY17Q2)	12.3 percent	Target (FY17)	100 percent	Actual in FCS (FY17Q2)	90 percent ● on-track
						Target (FY17)	100 percent

FINANCIAL SUSTAINABILITY AND EFFICIENCY

Total revenue		Average annual growth of IBRD business revenue		IBRD maximum loan exposure	
Baseline (FY13)	5.4 US\$ billions	Baseline (FY13)	n/a percent	Baseline (FY13)	173 US\$ billions
Actual (FY17Q2)	6.3 US\$ billions	Actual (FY16)	13 percent ● on-track	Actual (FY16)	197 US\$ billions ● watch
		Target (FY17)	Contrib. to WBG >5% percent	Target (FY17)	Positive growth US\$ billions
IBRD budget anchor		IDA budget anchor		Support cost ratio	
Baseline (FY13)	155 percent	Baseline (FY13)	98 percent	Baseline (FY13)	0.5 percent
Actual (FY16)	135 percent ● watch	Actual (FY16)	94 percent ● on-track	Actual (FY16)	0.3 percent
Target (FY18)	≤100 percent	Target (FY17)	≤100 percent	Actual in FCS (FY16)	0.4 percent

MANAGING TALENT

Employee engagement		Managerial effectiveness	
Baseline (FY13)	71 percent	Baseline (FY13)	67 percent
Actual (FY16)	73 percent ● on-track	Actual (FY16)	71 percent ● on-track
Target (FY17)	77 percent	Target (FY17)	71 percent
Staff diversity		Inclusion index	
Baseline (FY13)	0.86 index	Baseline (FY13)	53 (FY15) percent
Actual (FY17Q2)	0.90 index ● on-track	Actual (FY16)	56 percent ● watch
Target (FY17)	1.0 index	Target (FY17)	67 percent

1. IDA projects only | 2. IDA and other projects | *Baseline value updated | **Different data source used for baseline and FY16 value | n/a: Not applicable | nu: No current update available
 Note: Rating and traffic lights assigned to each indicator are based on assessment of trend and progress toward target value for FY17 | ● on-track | ● watch | ● off-track

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

