

# World Bank Group | World Bank Corporate Scorecards

## APRIL 2015



# WORLD BANK GROUP CORPORATE SCORECARD – APRIL 2015

Data in red is as of FY15 Q2 and data in black is for FY14 unless otherwise indicated.

Goals	Population living on less than US\$ 1.25 a day (%)*			Median of growth rates of average real per capita income of the bottom 40 % (%)			
	Target	Baseline	Actual	Target	Baseline	Actual	
	3 (2030); 9 (2020)	17.7 (2010)			4.0 (2011)		
	Actual nu	Actual in FCS nu		Actual	Actual in FCS		
				4.0 (2011)	2.3 (2011)		
Development Context	<b>Growth</b>			<b>Inclusiveness</b>			
	GDP per capita (constant 2005 US\$)	2,753* (2012)	2,837 (2013)	765 (2013)	<b>Opportunities:</b> Countries with growth concentrated in the bottom 40% (%)		
	Gross capital formation (% of GDP)	30 (2013)	nu	nu	70.3 (2011)	nu	nu
	Agriculture value added per worker (constant 2005 US\$)	1,036* (2013)	nu	nu	Access to electricity (% , bottom 40%/gap to average)		
	Adults with financial accounts (% , age 15+; all/ bottom 40%)	42/30 (2011)	nu	nu	64/9 (2013)	61/11 (2014)	26/9 (2014)
	- Women with financial accounts (% , age 15+)	37 (2011)	nu	nu	Employed persons remaining extremely poor (%)		
	<b>Sustainability and resilience</b>			<b>Education:</b> Primary school completion (% , ages 15-19; bottom 40%/gap to average)			
	Countries without wealth depletion (%)	48* (2010)	nu	nu	15 (2013)	22 (2014)	50 (2014)
	Countries with low or moderate risk from unsustainable debt (number)	63 (2012)	62 (2013)		Countries with equal economic opportunities for women in law (number)		
	Countries mainstreaming disaster risk management (%)	69 (2013)	nu		13 (2013)	nu	nu
	Population living in areas under water stress (%)	in FY16			<b>Health:</b> Access to essential health, nutrition and population services (% , bottom 40%)		
	Population exposed to harmful air pollution (PM2.5) (%)	in FY16			73/9 (2013)	71/9 (2014)	40/13 (2014)
	<b>Global environmental sustainability</b>			<b>Quality of learning (tbd)</b>			
	- CO <sub>2</sub> emissions (kg per 2011 PPP\$ of GDP)*	0.38* (2010)	nu		in FY16		
	- Average annual deforestation change (%)*	0.11 (2010)	nu		Under 5 mortality rate (per 1,000 live births)		
- Climate resilience and climate finance (tbd)				52* (2012)	50 (2013)	85 (2013)	
				Malnutrition, height for age (% , children under 5)			
				26 (2012)	23 (2013)	39 (2013)	
				Access to safe water within a household (% , bottom 40%/gap to average)			
				45/7 (2013)	nu	nu	
				Access to improved sanitation (% , overall population)			
				58 (2012)	nu	nu	

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	Baseline (FY13)	Actual (FY14)	Actual in FCS (FY14)	Female beneficiaries (FY14)
	<b>Growth</b>			
Private sector investments catalyzed (tbd)				
Farmers reached with agricultural assets and services (millions)	3.9	6.4	0.4	
People, microenterprises and SMEs reached with financial services (millions)	33.0	87.2	2.7	6.1
Transport indicator (tbd)				
Expanded conventional/renewable power generation (gigawatt hours, annual)	25,491/13,405	35,053/26,952	1,288/718	
People reached with ICT (tbd)				
<b>Inclusiveness</b>				
Jobs (tbd)				
People provided with new or improved electricity service (millions)	32.7	49.3	4.9	
Students reached (millions)	15.9	nu	nu	
People who have received essential health, nutrition and population (HNP) services (millions)	257.4	411.1	18.5	68
People provided with access to an improved water source (millions)	38.4	48.2	6.6	
People provided with access to improved sanitation facilities (millions)	12.9	20.3	1.1	
<b>Sustainability and resilience</b>				
Countries with strengthened public management systems (number)	107*	101	23	n/a
Countries institutionalizing disaster risk reduction as a national priority (number)	29	34	4	n/a
Climate change mitigation and adaptation (tbd)				

## World Bank Group Performance

Performance	Target (FY17)	Baseline (FY13)	Actual (FY15Q2)	Actual in FCS (FY15Q2)	Target (FY17)	Baseline (FY13)	Actual (FY15Q2)	Actual in FCS (FY15Q2)
	<b>DEVELOPMENT IMPACT</b>							
<b>Development outcomes ratings</b>								
Satisfactory completion of country strategies (% , IEG rating)	70	55 (FY10-13)	65 (FY12-15)	60 (FY12-15)				
Satisfactory outcomes of WBG operations								
- World Bank (% , IEG rating)	75	71.2 (FY10-12)	69.5 (FY11-13)	63.3 (FY11-13)				
- IFC (% , IEG rating)	65	65 (CY10-12)	60 (CY11-13)	n/a				
- MIGA (% , IEG rating)	-	78 (FY10-12)	70 (FY08-13)	n/a				
Bank knowledge and advisory services objectives accomplished (% , client rating)	in FY15	61	nu	nu				
IFC advisory services successful development effectiveness rating (% , self-rating)	65	76	74	64				
<b>Stakeholder and Client feedback</b>								
Stakeholder feedback (scale: 1-10)								
- on WBG effectiveness and impact on results	7.0	6.4	6.4	6.6				
- on WBG knowledge	7.0	6.8	7.1	7.3				
Client feedback/ satisfaction								
- on WB effectiveness and impact on results (scale: 1-10)	7.0	6.9	7.0	6.9				
- for IFC investment/advisory services (% satisfied)	85	85/90	80/91	76/87				
<b>STRATEGIC CONTEXT</b>								
<b>Alignment with the Strategy (tbd)</b>								
<b>Mainstreaming of priorities</b>								
Climate related WBG commitments (US\$ billions)	-	8.4	11.8	0.83				
Gender integrated country strategies (%)	100	74	87.5	100				
<b>Working as one WBG</b>								
Measure of joint engagement (tbd)								
Staff working across institutional boundaries (tbd)								
Staff perception of WBG collaboration (%)	66	23	nu	n/a				
<b>OPERATIONAL DELIVERY FOR CLIENTS</b>								
Satisfactory WBG performance for country strategies (% , IEG rating)	75	72 (FY10-13)	73 (FY12-15)	80 (FY12-15)				
WBG commitments (US\$ billions)	-	52.9	27.1	1.6				
Capital mobilized on commercial terms (US\$ billions)	-	11.1	4.9	0.2				
Time for operational delivery:								
- WB: concept to first disbursement (months)	Cut by 1/3	28	23.8	n/a				
- IFC: Mandate-to-disbursement (%)	10% p.a.	n/a	-1	n/a				
- MIGA: Concept to Guarantee issuance (months)	-	9.7	10.6	n/a				
<b>MEASURE OF KNOWLEDGE FLOW (tbd)</b>								
<b>FINANCIAL SUSTAINABILITY</b>								
Total revenue (US\$ billions)	-	8.5	9.2	n/a				
Average annual growth of WBG business revenue (% , starting FY15)	>5 (FY15-24)	n/a	n/a	n/a				
Gross expenditure reduction (US\$ millions)	400	n/a	20	n/a				
<b>MANAGING TALENT</b>								
Employee engagement (%)	76	71	nu	n/a				
Managerial effectiveness (%)	71	67	nu	n/a				
Staff diversity (index)	1.0	0.88	0.88	n/a				
Inclusion index (%)	68	63	nu	n/a				

\*Baseline value updated nu: No current update available n/a: Not applicable



# WORLD BANK CORPORATE SCORECARD – APRIL 2015

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## Goals and Development Context – see World Bank Group Corporate Scorecard

### Client Results Supported by World Bank Operations

		Baseline (FY13)	Actual (FY14)	Actual in FCS (FY14)	Female beneficiaries (FY14)
Results	<b>Growth</b>				
	Private sector investments catalyzed (tbd)				
	People, microenterprises and SMEs reached with financial services (millions)	15.3	64.7	2.1	0.9
	Farmers adopting improved agricultural technology (millions)	1.8	2.0	0.2	0.5
	Area provided with irrigation services (hectares, millions)	1.2	2.1	0.2	n/a
	Roads constructed and rehabilitated (kilometers, thousands)	95	92	26	n/a
	Additional transport indicator (tbd)				
	Generation capacity of conventional/renewable energy (megawatts)	1,430/904	2,633/2,532	63/84	n/a
	<b>Inclusiveness</b>				
	Jobs (tbd)				
	People provided with direct/inferred access to electricity (millions)	6.9/2.3	12.5/7.7	1.05/1.3	
	Students that have benefitted from learning assessments (millions)	15.5	nu	nu	
	Teachers recruited or trained (millions)	1.0	nu	nu	
	People who have received essential health, nutrition and population (HNP) services (millions)	250.9	399.6	18.4	68.1
	People provided with access to an improved water source (millions)	35.3	36.7	6.6	
	People provided with access to improved sanitation facilities (millions)	6.8	10	1.1	
	Beneficiaries covered by social safety net programs (millions)	37.4	47.4	6.0	24.1
	<b>Sustainability and resilience</b>				
	Countries with strengthened public management systems in				
	- Civil service and public administration (number)	29*	34	5	n/a
	- Tax policy and administration (number)	24*	28	2	n/a
	- Public financial management (number)	56*	52	13	n/a
	- Procurement (number)	16*	17	6	n/a
	Emission reductions with support of special climate instruments (annual, million tons CO <sub>2</sub> equivalent)	903	857	n/a	n/a
	Projected lifetime energy and fuel savings (MWh and MJ)	in FY16			
Countries institutionalizing disaster risk reduction as a national priority (number)	29	34	4	n/a	
Data quality: Countries supported on statistical capacity (number)	51	59	11	n/a	

### World Bank Performance




	Target (FY17)	Baseline (FY13)	Actual (FY15Q2)	Actual in FCS (FY15Q2)		Target (FY17)	Baseline (FY13)	Actual (FY15Q2)	Actual in FCS (FY15Q2)		
Performance	<b>DEVELOPMENT IMPACT</b>				<b>Quality and timeliness of lending operations</b>						
	<b>Development outcomes ratings</b>				<b>Satisfactory Bank performance (% IEG rating)</b>						
	Satisfactory outcomes for IBRD/IDA operations				- at entry (% of commitments)						
	- as a share of operations (% IEG rating)	75	71.2 (FY10-12)	69.5 (FY11-13)	63.3 (FY11-13)	80	70.9 (FY10-12)	74.2 (FY11-13)	63.1 (FY11-13)		
	- as a share of commitments (% IEG rating)	80	81.8 (FY10-12)	81.3 (FY11-13)	68.5 (FY11-13)	80	84.5 (FY10-12)	86.4 (FY11-13)	83.5 (FY11-13)		
	Knowledge and advisory services objectives accomplished (% client rating)	in FY15	61	nu	nu	Time from the concept note to the first disbursement (months)					
	<b>Client feedback</b>				<b>Quality and efficiency of knowledge products</b>						
	Client feedback (scale: 1-10)				Quality of knowledge and advisory services (scale: 1-10)						
	- on WB effectiveness and impact on results	7.0	6.9	7.0	6.9	Knowledge and advisory services delivered in a timely manner (%)					
	- on WB responsiveness and staff accessibility	7.0	6.6	6.8	6.4	External funding attracted for knowledge and advisory services (US\$ millions)					
	<b>STRATEGIC CONTEXT</b>				<b>Knowledge and science of delivery for results</b>						
	<b>Alignment with the Strategy - tbd</b>				Measure of knowledge flow (tbd)						
	<b>Incorporating citizen and beneficiary feedback</b>				Operations design drawing lessons from evaluative approaches <sup>1</sup> (%)						
	Projects with beneficiary feedback during implementation (%)	100	32	35	36	Projects with baseline data for all PDO indicators in the first ISR (%)					
	Resolved registered grievances (%)	-	75	nu	nu	<b>FINANCIAL SUSTAINABILITY AND EFFICIENCY</b>					
	<b>Mainstreaming of priorities</b>				Total revenue (US\$ billions)						
	Projects with gender-informed analysis, action and monitoring (%)	66	54	61	69	Average annual growth of IBRD business revenue (% starting FY15)					
	Projects with gender monitoring at design reporting on it during implementation (%)	75	55	71	70	IBRD maximum loan exposure (US\$ billions)					
	Commitments with climate co-benefits (US\$ billions)	-	5.9	8.8	0.68	Expense to business revenue ratio (%)					
	Projects with climate change co-benefits implementing agreed climate actions (%)	in FY16				Support cost ratio (%)					
	<b>OPERATIONAL DELIVERY FOR CLIENTS</b>				<b>MANAGING TALENT</b>						
	<b>Financing for clients</b>				Employee engagement (%)						
	IBRD/IDA commitments (US\$ billions)	-	31.5	20.2	1.1	Managerial effectiveness (%)					
	Private capital mobilized (US\$ billions)	-	1.1	0	0	Staff diversity (index)					
	IBRD/IDA disbursements (US\$ billions)	-	27.1	17.6	0.9	Inclusion index (%)					

<sup>1</sup> IDA projects only    <sup>2</sup> IDA and other projects    \*Baseline value updated    nu: No current update available    n/a: Not applicable  
 Note: Rating and traffic lights assigned to each indicator are based on assessment of trend and progress toward target value for FY2017    ● On-track    ● Watch    ● Off-track

This pamphlet presents the World Bank Group and World Bank Corporate Scorecards updated with latest data available for Tier III (Performance Tier) as of December 31, 2014. Tiers I and II present data from end of fiscal year 2014.

The World Bank Group Corporate Scorecard monitors the implementation of the World Bank Group Strategy. The Scorecard provides an apex view of the results and performance indicators of the three World Bank Group institutions—the World Bank (WB), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA). The World Bank Group Corporate Scorecard is complemented by the World Bank Corporate Scorecard as well as the revised IFC and MIGA Scorecards.

Each indicator in the Corporate Scorecards set a baseline value and for relevant Tier III indicators, it also establishes targets for fiscal year 2017. The current edition shows varying degrees of progress based on the latest available data via a “traffic light” system. The traffic light system aims to convey, at a glance, areas where there has been progress and highlights where challenges remain and additional efforts are required.

-  **On-track:** A meaningful increase from the baseline or previous reported value. The indicator shows a positive trend toward achievement of target.
-  **Watch:** No meaningful increase or decrease from baseline or previous reported value. Improvement is needed.
-  **Off-track:** A meaningful decrease from baseline or previous reported value. The indicator shows a negative trend toward achievement of target. Significant improvement is needed.

