

WORLD BANK GROUP CORPORATE SCORECARD

Goals	Target	Baseline		Actual	Actual in FCS	Baseline	Actual	Actual in FCS
	3 (2030); 9 (2020)	13.5 (2011)	Actual in FCS					
Population living on less than US\$ 1.90 a day* (%)	10.7 (2013)	49.6 (2013)		3.1 (2013)	n/a			
Median of growth rates of average real per capita income of the bottom 40% (%)								
Growth	Baseline	Actual	Actual in FCS	Baseline	Actual	Actual in FCS		
GDP per capita (constant 2010 US\$)	3,995* (2012)	4,488 (2016)	1,486 (2016)	68.1 (2011)	57.1 (2013)	n/a		
Gross capital formation (% of GDP)	31.6* (2013)	30.7 (2015)	20.3 (2015)	64/9 (2013)	63.6/10.1 (2017)	23.9/12.1 (2017)		
Agriculture value added per worker (constant 2010 US\$)	1,687* (2013)	1,778.4 (2016)	1,059.9 (2016)	15 (2013)	9.6 (2017)	26.3 (2017)		
Adults with financial accounts (% age 15+; all bottom 40%)	42/30 (2011)	54/46 (2014)	18/12 (2014)	13 (2013)	22 (2015)	6 (2015)		
- Women with financial accounts (% age 15+)	37 (2011)	50 (2014)	14 (2014)	73/9 (2013)	75.7/6.6 (2017)	43.6/11.4 (2017)		
Sustainability and resilience	Baseline	Actual						
Countries without wealth depletion (%)	48.2* (2010)	45.5* (2014)						
Countries with low or moderate risk from unsustainable debt (number)		63 (2012)	58 (2016)					
Countries mainstreaming disaster risk management (%)		69 (2013)	74 (2015)					
Population living in areas under water stress (%)								
Population exposed to harmful air pollution (PM2.5) (%)		97.5* (2010)	97.5 (2015)					
Global environmental sustainability								
CO2 emissions* (kg per 2011 PPP\$ of GDP)		0.37 (2010)	0.35* (2013)					
Average annual deforestation change* (%)		0.10 (2010)	0.09 (2015)					
Climate resilience and climate finance (tbd)								

*Baseline value or value for previously reported year updated nu: No current update available n/a: Not applicable *Global - reported for all countries

Client Results Supported by World Bank Group Operations

Results	Baseline (FY13)	Actual (FY17)	Actual in FCS (FY17)	Female beneficiaries (FY17)
	Growth			
Private investments catalyzed (US\$ billions)	n/a	n/a	n/a	-
Farmers reached with agricultural assets and services (millions)	3.9	22.1	0.6	2.1
People, microenterprises and SMEs reached with financial services (millions)	33.0	73.2	7.1	19.3
Transport indicator (tbd)				
Expanded conventional/renewable power generation (gigawatt hours, annual)	25,491/13,405	29,111/35,557	5,235/1,389	-
People reached with ICT (tbd)				
Inclusiveness				
Beneficiaries of job-focused interventions	FY18			
People provided with new or improved electricity service (millions)	32.7	81.2	1.4	-
Students reached (millions)	15.9	22.16	-	-
People who have received essential health, nutrition and population (HNP) services (millions)	257.4	286.5	27.4	52.2
People provided with access to an improved water source (millions)	38.4	53.9	9.6	-
People provided with access to improved sanitation facilities (millions)	12.9	44.5	0.5	-
Sustainability and resilience				
Countries with strengthened public management systems (number)	107	96	23	-
Countries institutionalizing disaster risk reduction as a national priority (number)	29	35 (FY16)	2 (FY16)	-
GHG emissions (tbd)				

World Bank Group Performance

Performance	Target (FY17)	Baseline (FY13)	Actual (FY17)	Actual in FCS (FY17)	Target (FY17)	Baseline (FY13)	Actual (FY17)	Actual in FCS (FY17)
	DEVELOPMENT IMPACT							
Development outcomes ratings								
Satisfactory completion of country strategies (% IEG rating)	70	55 (FY10-13)	67 (FY14-17)	42 (FY14-17)	-	83.3 (FY15)	100	100
Satisfactory outcomes of WBG operations								
- World Bank (% IEG rating)	75	71.2 (FY10-12)	74.3 (FY14-16)	68.3 (FY14-16)		9.1 (FY15)	9.3	-
- IFC (% IEG rating)	65	64 (CY10-12)	50 (CY14-16)	-	66	23	40	-
- MIGA (% IEG rating)	-	76 (FY09-12)	61 (FY10-15)	-				
Bank Advisory Services and Analytics (ASA) objectives accomplished (% client rating)	FY18	61**	91	-				
IFC advisory services successful development effectiveness rating (% self-rating)	65	76	70	77				
Stakeholder and Client feedback								
Stakeholder feedback (scale: 1-10)								
- on WBG effectiveness and impact on results	7.0	6.4	6.6	6.7				
- on WBG knowledge	7.0	6.8	7.2	7.2				
Client feedback/satisfaction								
- on WBG effectiveness and impact on results (scale: 1-10)	7.0	6.9	7.1	7.0				
- for IFC investment/advisory services (% satisfied)	85	85/90	86/88	88/89				
STRATEGIC CONTEXT								
Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD) (%)	100	31.3 (FY15)	86	100				
Mainstreaming of priorities								
Climate related WBG commitments (US\$ billions)	-	8.4	12.8	1.2				
Gender integrated country strategies (%)	100	86	100	100				
Working as one WBG								
Share of Country Partnership Frameworks (CPFs) that have at least one joint objective in the results matrix (%)	-	83.3 (FY15)	100	100				
Staff time spent across GP/CCSAs (%)								
Staff perception of WBG collaboration (%)								
OPERATIONAL DELIVERY FOR CLIENTS								
Satisfactory WBG performance for country strategies (% IEG rating)	75	72 (FY10-13)	57 (FY14-17)	50 (FY14-17)				
WBG commitments (US\$ billions)	-	52.9	58.8	7.6				
Capital mobilized on commercial terms (US\$ billions)	-	11.1	11.7	1.2				
Private capital mobilized (direct) (US\$ billions)	-	n/a	10.7	1.6				
Time for operational delivery								
- WB: Concept to first disbursement (months)	Cut by 1/3	28	25.4	22.3				
- IFC: Mandate-to-disbursement (median # days)	150	n/a	195	-				
- MIGA: Concept to Guarantee issuance (months)	-	5.41	6	-				
Staff time spent across Regions (%)								
FINANCIAL SUSTAINABILITY								
Total revenue (US\$ billions)	-	8.5	9.0	-				
Average annual growth of WBG business revenue (%)	>5% (FY15-24)	n/a	4.7	-				
Gross expenditure reduction (US\$ millions)	400 (FY18)	n/a	389	-				
MANAGING TALENT								
Employee engagement (%)	76	71	79	-				
Managerial effectiveness (%)	71	67	74	-				
Staff diversity (index)	1.0	0.85	0.90	-				
Inclusion index (%)	68	54 (FY15)	63	-				

nu: No current update available n/a: Not applicable **Different data source used for baseline and FY17 value

WORLD BANK CORPORATE SCORECARD

Client Results Supported by World Bank Operations

	Client Results Supported by World Bank Operations			
	Baseline (FY13)	Actual (FY17)	Actual in FCS (FY17)	Female beneficiaries (FY17)
Growth				
Private Investments catalyzed (US\$ billions)	n/a	30.2	2.7	–
People, microenterprises and SMEs reached with financial services (millions)	15.3	1.84	0.02	0.91
Farmers adopting improved agricultural technology (millions)	1.8	4.87	0.13	0.28
Area provided with irrigation services (hectares, millions)	1.2	3.55	0.15	–
Roads constructed and rehabilitated (kilometers, thousands)	95	76.12	18.37	–
Additional and improved transport services (tbd)				
Generation capacity of conventional/renewable energy (megawatts)	1,430/904	2,711/2,805	27/0.07	–
Inclusiveness				
Beneficiaries of job-focused interventions	FY18			
People provided with direct/inferred access to electricity (millions)	6.9/2.3	26.16/10.50	1.21/0.09	–
Students that have benefitted from learning assessments (millions)	15.5	19.81	–	–
Teachers recruited or trained (millions)	1.0	11.6	1.0	–
People who have received essential health, nutrition and population (HNP) services (millions)	250.9	273.2	27.3	51.1
People provided with access to an improved water source (millions)	35.3	47.8	9.6	–
People provided with access to improved sanitation facilities (millions)	6.8	20.7	0.5	–
Beneficiaries covered by social safety net programs (millions)	37.4	44.6	7.1	23.2
Sustainability and resilience				
Countries with strengthened public management systems in				
- Civil service and public administration (number)	29	38	8	–
- Tax policy and administration (number)	24	38	10	–
- Public financial management (number)	56	67	17	–
- Procurement (number)	16	21	3	–
Emission reductions with support of special climate instruments (annual, million tons CO ₂ equivalent)	903	44.5 (FY16)	–	–
Projected lifetime energy and fuel savings (MWh and MJ)	1,270,000 (FY14)/n/a	8.38X10 ⁹ 3.02X10 ¹²	65,984/ 237,542,400	–
Countries institutionalizing disaster risk reduction as a national priority (number)	29	35 (FY16)	2 (FY16)	–
Countries supported on statistical capacity (number)	51	69	23	–

Results

World Bank Performance

	Target (FY17)	Baseline (FY13)	Actual (FY17)	Actual in FCS (FY17)	Target (FY17)	Baseline (FY13)	Actual (FY17)	Actual in FCS (FY17)
DEVELOPMENT IMPACT								
<i>Development outcomes ratings</i>								
Satisfactory outcomes for IBRD/IDA operations					80	70.9 (FY10-12)	75.2 (FY14-16)	52.9 (FY14-16)
- as a share of operations (% IEG rating)	75	71.2 (FY10-12)	74.3 (FY14-16)	68.3 (FY14-16)				
- as a share of commitments (% IEG rating)	80	81.8 (FY10-12)	85.6 (FY14-16)	78.7 (FY14-16)	80	84.5 (FY10-12)	89.9 (FY14-16)	80.2 (FY14-16)
Advisory Services and Analytics (ASA) objectives accomplished (% client rating)	FY18	61**	91	–				
<i>Client feedback</i>								
Client feedback (scale: 1-10)								
- on WB effectiveness and impact on results	7.0	6.9	7.1	7.1				
- on WB responsiveness and staff accessibility	7.0	6.6	6.8	6.3				
STRATEGIC CONTEXT								
Stock of Country Strategies underpinned by a Systematic Country Diagnostic (SCD) (%)	100	31.3 (FY15)	86	100				
<i>Incorporating citizen and beneficiary feedback</i>								
Projects with beneficiary feedback indicator at design (%)	100	26 (FY14)	90	93				
Resolved registered grievances (%)	–	75	nu	nu				
<i>Mainstreaming of priorities</i>								
Projects with gender-informed analysis, action and monitoring (%)	66	54	71	66				
Projects reporting on gender results during implementation (%)	75	55	75	71				
Commitments with climate co-benefits (US\$ billions)	–	5.9	9.2	1.1				
Projects with climate change co-benefits implementing agreed climate actions (%)								
OPERATIONAL DELIVERY FOR CLIENTS								
<i>Financing for clients</i>								
IBRD/IDA commitments (US\$ billions)	–	31.5	42	7				
Private capital mobilized (US\$ billions)	–	1.1	1.5	0.04				
IBRD/IDA disbursements (US\$ billions)	–	27.1	31	4				
<i>Quality and timeliness of lending operations</i>								
Satisfactory Bank performance (% IEG rating)								
- at entry (% of commitments)					80	70.9 (FY10-12)	75.2 (FY14-16)	52.9 (FY14-16)
- during supervision (% of commitments)					80	84.5 (FY10-12)	89.9 (FY14-16)	80.2 (FY14-16)
Time from the concept note to the first disbursement (months)	Cut by 1/3		28	25.4	28	25.4	22.3	
Disbursement ratio (%)	20	20.5 (FY11-13)	19.8	22.5				
<i>Quality and efficiency of Advisory Services and Analytics (ASA) products</i>								
Quality of Advisory Services and Analytics (ASA) (%)	FY18	n/a	87	–				
Advisory Services and Analytics (ASA) delivered in a timely manner (%)	80	68**	85	–				
External funding attracted for Advisory Services and Analytics (ASA) (US\$ millions)	–	156	373.1	55.9				
<i>Knowledge and science of delivery for results</i>								
Staff time spent across Regions (%)	–	10.7 (FY15)	7.2	–				
Operations design drawing lessons from evaluative approaches (%)	100	50 ¹	73 ²	–				
Projects with baseline data for all PDO indicators in the first ISR (%)	100	69	87	88				
FINANCIAL SUSTAINABILITY AND EFFICIENCY								
Total revenue (US\$ billions)	–	5.4	5.3	–				
Average annual growth of IBRD business revenue (%)	Contrib. to WBG >5%	n/a	13	–				
IBRD maximum loan exposure (US\$ billions)	Positive growth	173	209	–				
IBRD budget anchor (%)	≤100 (FY18)	155	107	–				
IDA budget anchor (%)	≤100	98	97	–				
Support cost ratio (%)	–	0.5	0.3	0.5				
MANAGING TALENT								
Employee engagement (%)	77	71	80	–				
Managerial effectiveness (%)	71	67	71	–				
Staff diversity (index)	1.0	0.86	0.90	–				
Inclusion index (%)	67	53 (FY15)	63	–				

¹ IDA projects only ² IDA and other projects nu: No current update available n/a: Not applicable **Different data source used for baseline and FY17 value

Note: Rating and traffic lights assigned to each indicator are based on assessment of trend and progress toward target value for FY2017 ● On-track ● Watch ● Off-track