

World Bank Group/World Bank Corporate Scorecard Cards Frequently Asked Questions

Section 1: Purpose and Contents of the CSC

Q: What is the World Bank Group Corporate Scorecard Card (WBG CSC)?

A: The World Bank Group Corporate Scorecard (WBG CSC) provides an overview of the WBG's performance in implementing its Strategy and achieving its goals of ending extreme poverty and promoting shared prosperity in a sustainable manner.¹ The CSC is an accountability and management tool that tracks (a) development outcomes related to growth, sustainability/resilience, and inclusiveness; (b) results achieved by client countries implementing projects supported by the WBG; and (c) WBG performance in implementing its operations. Individual CSCs for the World Bank (WB), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA) are aligned with the WBG CSC and show each institution's contributions to the implementation of the WBG Strategy and goals.

Q: What are the contents of the WBG CSC?

A: The CSC consists of global development results and performance indicators for the three WBG institutions: WB, IFC, and MIGA. The CSC has a three-tier structure:

- **Goals and Development Context** (Tier I) provides an overview of progress on key development challenges faced by WBG client countries.
- **Results** (Tier II) reports on key sectoral and multisectoral results achieved by clients with WBG support.
- **Performance** (Tier III) measures the WBG's operational and organizational effectiveness.

Q: When is the WBG CSC published and updated?

A: The [World Bank Group Corporate Scorecard](#) was first published in April 2014. The full scorecard is updated each year at the time of the Annual Meetings. Some of the indicators in Tier III (Performance) for which data are available more frequently are updated semiannually around the Spring and Annual Meetings.

Q: How are the three tiers linked?

A: The CSC monitors how effectively the WBG organizes and implements its operations (Tier III) to support clients in achieving results (Tier II), in a global development context (Tier I). Improvements observed in Development Context indicators (Tier I) are not attributed to the WBG as they are the outcome of collective efforts by countries and their development partners. However, the WBG can directly influence its organizational and operational effectiveness and deploy its capacity to improve the results of operations implemented by clients.

Q: How were the indicators selected for each tier of the CSC?

A: The following principles guided the selection of indicators:

- Tier I indicators were selected to cover the areas of "growth," "sustainability/resilience," and "inclusiveness," which the WBG recognizes as central to the achievement of the

¹ The World Bank Group Strategy outlines how the WBG will work in partnership to help countries end extreme poverty and promote shared prosperity in a sustainable manner.

goals.² Tier I also includes measures considered by the international development community to be key drivers of poverty reduction and shared prosperity efforts.

- Tier II indicators reflect client countries' demand for support in priority sectors, taking into account sectoral analysis of the types of interventions that are likely to contribute to ending extreme poverty and promoting shared prosperity. The indicators are also grouped into the three areas of "growth," "sustainability/resilience," and "inclusiveness," to reflect their linkage to the goals.
- Tier III indicators were selected to reflect priorities in the WBG's Strategy to promote the enabling organizational and operational environment to achieve the goals. The indicators provide a framework to create incentives for staff to be effective in their work, as well as to monitor areas that ensure that the institution remains efficient.

Q: Who reports or updates the data in the CSC?

A: All indicators have "owners," staff who have the primary responsibility to collect, aggregate, and submit specific data in the CSC. Data ownership has also been formalized through the cascading of relevant CSC indicators in Memoranda of Understanding (MOUs) with Senior Management, and ultimately, in the staff performance management system. Operations Policy and Country Services (OPCS) oversees the update of the CSC, discussing the results with Senior Management and the Board of Executive Directors, and publishing the CSC each year before the Annual Meetings.

Q: What is the quality of the CSC data?

A: Data quality is promoted at several levels. Each indicator has a definition and an agreed data collection/reporting methodology and quality assurance framework developed in consultation with the data "owners"—that is, the business unit responsible for producing data. This ensures that data reported in the CSC are consistent over time and have methodological rigor.

Q: Are there targets in the CSC? What do they represent?

A: Tier I shows the overall development context of client countries, and in some cases, of the world. Improvements observed in these indicators are not attributed to WBG, and targets would be inappropriate since results at this level reflect collective efforts by countries and their development partners.

Tier II reflects results reported by client countries that are implementing operations supported by the WBG. Expected results in operations indicate current client country demands and existing needs for WBG support. Setting targets in this type of framework would limit the WBG's ability to adjust as development challenges shift and priorities evolve during the implementation of the new country engagement model.

The CSC does contain targets for most Tier III indicators as performance standards to monitor and to incentivize behavior that promotes operational and organizational effectiveness. Targets have been set for FY17, and progress toward them is assessed annually. For certain indicators, targets are to be set in FY15 or FY16 because more data points are needed to understand the dynamics and historical performance before meaningful targets can be established.

² World Bank Group Strategy, October 2013.

Q: How are sustainability and social inclusion reflected in the CSC?

A: The World Bank Group defines *social inclusion* as the process of improving the terms under which individuals and groups take part in society.³ Social inclusion aims to empower poor and marginalized people to enjoy equal access to markets, services, and political, social, and physical spaces. The CSC indicators in Tier II grouped under inclusiveness track social inclusion in terms of access to essential social services (e.g., education, water and health). *Sustainability* is the “ability to be used without being completely used up or destroyed.”⁴ In Tier II, sustainability and resilience refer to public management systems, climate change, and disaster risk reduction. Tier I indicators are grouped in a similar way and reflect a global perspective.

Q: How is the CSC aligned with the WBG’s Strategy?

A: The CSC includes measures of how well we are working as “one World Bank Group” as outlined in the Strategy. Tiers I and II, which are structured around “growth,” “sustainability/resilience,” and “inclusiveness,” reflect priority areas for achieving the WBG goals. Tier III indicators were selected to also reflect the priorities set by the WBG’s Strategy to promote an enabling organizational and operational environment to achieve the goals.

Q: Why does the CSC include data breakdowns by gender and fragile and conflict situations?

A: CSC data are disaggregated by gender and fragile and conflict affected situations to promote Management’s focus on these priority areas. Reporting gender in the CSC will encourage Bank staff to make greater use of gender-disaggregated indicators in tracking and reporting at project and sector levels.

Section 2: Use of the CSC for Accountability

Q: How does the CSC track progress?

A: For all three tiers, the CSC establishes a baseline value and year against which progress can be measured. For Tier III, performance indicators have targets and a color-coded traffic light system for assessing progress. The traffic lights are a quick way to gauge the direction and magnitude of change in an indicator compared to the baseline or the previously reported value and the target.

G=green traffic light: indicator is on track. The indicator shows a significant increase from the baseline or previous reported value—a positive trend toward achievement of the target.

Y=yellow traffic light: the indicator is being closely monitored: no significant increase or decrease from baseline or previous reported value. Improvement is needed.

R=red traffic light: the indicator is off track: a significant decrease from the baseline.

Q: How does the CSC facilitate accountability?

A: Tier II and III indicators have been integrated into an institutional performance monitoring system, the MOUs between the Managing Directors and Bank Vice Presidents.

³ <http://www.worldbank.org/en/topic/socialdevelopment/brief/social-inclusion>

⁴ Merriam-Webster Dictionary.

Q: How are CSC indicators cascaded?

A: Tiers II and III indicators have been integrated into a broader institutional performance monitoring framework:

- The WBG CSC is the apex view of progress towards achieving the goals.
- The WB, IFC, and MIGA CSCs complement the WBG CSC by showing each institution's contribution to WBG Strategy implementation, considering their unique institutional priorities.
- The Managing Directors and the Regional and Global Practice/Cross-Cutting Solution Areas Vice Presidents have performance objectives, indicators, and targets that are aligned with the CSC; indeed, many of their indicators are drawn directly from the Tier III indicators.
- The key objectives in the MOUs between the Managing Directors and the VPs (objectives that are [based on the CSC](#)) are filtered down to managers' objectives and to results agreements with individual staff members.

Q: What is the relationship between the CSC and the President's Delivery Unit (PDU)?

A: The PDU's work complements the CSC and other institutional performance tools and processes. During the CSC design process, the teams working on the CSC coordinated with the PDU to develop and define indicators and to maintain consistency in methodologies. As a result, the PDU tracks certain indicators included in the CSC.

Q: What is the relationship between the CSC and the IDA Results Measurement System (RMS)?

A: The IDA RMS, an integral part of the World Bank's effort to enhance its results orientation, is used to identify and track development results in countries where policies and operations are supported by IDA. The system is designed to strengthen the focus of IDA's activities on development outcomes. The CSC and IDA RMS use some identical, many similar, and a number of unique indicators to track results. Indicators in the CSC were selected to measure the WBG Strategy and goals, while indicators in the IDA RMS reflect IDA priorities and strategic themes. The IDA RMS measures results on four levels that roughly correspond to the three Tiers in the CSC: IDA Countries' Progress has indicators similar to Tier I indicators in the CSC, IDA-Supported Development Results has indicators similar to those in Tier II in the CSC, and IDA Operational Effectiveness and IDA Organizational Effectiveness broadly correspond to Tier III in the CSC.

Section 3: Future of the CSC

Q: Can CSC indicators be revised?

A: Setting meaningful metrics is pivotal to understanding whether we are on track, how we are progressing, whether we need to take corrective measures. The CSC was developed around the time when the WBG had just introduced its Strategy and set its ambitious goals. The Strategy required developing new indicators to measure things that the institution had not measured before (for example, working as one WBG, measuring knowledge flow). Developing many of these indicators required innovative solutions and thinking, extensive consultations, analysis, and, in some cases, time to test indicators. Thus it is expected that the CSC will remain a living document that can be adapted to changing external and internal environments.

Q: What is the expected timeline for developing indicators for the placeholders in the CSC?

A: Last year, we discussed progress on replacing placeholders with new indicators. When the CSC was endorsed in 2014, there were 14 placeholders in the WBG CSC and 5 in the WB CSC. Now, there are have 4 placeholders in the WBG CSC and 1 in the WB CSC: in Tier 1 of the WBG CSC, “climate resilience” and “climate finance”; and in WBG Tier 2, “climate change adaptation” and “transport” (also in WB CSC).

Q: Should the current WBG and WB CSCs be considered as final?

A: The final versions of the WBG and WB CSCs were endorsed by the Executive Directors of the WBG in April 2014. As indicated at the time, Management considers the CSCs to be living documents because they will be refined over time to respond to emerging global priorities (such as the outcomes of Hyogo Framework for Action for Disaster Risk reduction, UN Framework Convention on Climate Change, and the Post-2015 agenda) and to include indicators that represent new areas of importance to the WBG.

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