

WORLD BANK GROUP | WORLD BANK

# Corporate Scorecards

NOVEMBER 2019



WORLD BANK GROUP

# TIER 1

## Development Context

Long-term development outcomes and the broader context in World Bank Group-supported countries



		All Client Countries				FCS
		2000	2010	2015	Current	Current
<b>World Bank Group Goals</b>						
1	Population living under the international poverty line (constant 2011 PPP \$; %) <sup>1</sup>	28.6 (1999)	15.7	9.9	9.9 (2015)	34.4 (2015)
2	Median growth rate of consumption/income per capita of bottom 40% (%) <sup>1</sup>	..	..	1.6	1.6 (2015)	2.1 (2015)
3	Countries with growth concentrated in bottom 40% (%) <sup>1</sup>	..	68 (2011)	53	53 (2015)	50 (2015)
<b>Sustainable and Inclusive Growth</b>						
4	Annual growth rate of real GDP per capita (%)	4.0	5.9	2.6	3.3 (2018)	0.2 (2018)
5	GDP per person employed (constant 2011 PPP \$)	11,953	18,674	22,410	24,880 (2018)	11,228 (2018)
6	Non-agriculture sectors, value added (as % of GDP)	88	91	91	92 (2018)	86 (2018)
7	Agriculture, value added per worker (constant 2010 US\$)	1,355	2,004	2,525	2,811 (2018)	1,161 (2018)
8	Youth employment to population ratio ages 15–24 // female (%)	47	41	38	36 // 28 (2018)	38 (2018)
9	Legal changes that increased gender equality over past two years (#)	..	..	80 (2017)	75 (2019)	19 (2019)
10	Adults with a financial account // female (age 15+; %)	..	42 (2011)	54 (2014)	63 // 59 (2017)	27 (2017)
11	Population with access to electricity (%)	74	80	85	87 (2017)	55 (2017)
<b>Human Capital</b>						
12	Under-5 mortality rate (deaths per 1,000 live births)	84	56	46	43 (2017)	73 (2017)
13	Prevalence of stunting among children under 5 (%)	36	26	22	21 (2016)	35 (2016)
14	Births attended by skilled health personnel (%)	59	..	79 (2014)	79 (2014)	64 (2014)
15	Lower secondary gross completion rate // female (%)	60	71	75	74 // 75 (2017)	47 (2017)
16	Ratio of girls to boys' lower secondary completion rate (%)	90	98	101	101 (2017)	81 (2017)
17	Primary school completion (ages 15–19: bottom 40% // gap to average)	..	..	..	72 // 6.6 (FY19 data)	46 // 11.5 (FY19 data)
18	People using basic sanitation services (%)	47	60	66	69 (2017)	44 (2017)
19	People using basic drinking water services (%)	78	84	87	88 (2017)	66 (2017)
<b>Resilience and Sustainability</b>						
20	Countries without wealth depletion (%)	..	48	46 (2014)	46 (2014)	..
21	CO <sub>2</sub> emissions (metric tons per capita)	2.2	3.3	3.5 (2014)	3.5 (2014)	0.9 (2014)
22	Average annual deforestation change (%)	0.26	0.14	0.14	0.14 (2015)	0.5 (2015)
23	Marine protected areas (% territorial waters)	..	..	2.5 (2016)	6.3 (2018)	n.a.
24	Countries with low or moderate risk from unsustainable debt (#)	..	..	62	56 (2018)	n.a.
<b>Fragility and Conflict</b>						
25	Refugees by country or territory of asylum (millions)	11.5	11.6	17.4	20.5 (2018)	5.2 (2018)
26	Internally displaced persons (millions)	..	24.6	40.0	40.8 (2018)	24.7 (2018)
<b>Institutional Capacity</b>						
27	Level of statistical capacity (scale of 0–100)	65 (2004)	69	69	70 (2018)	54 (2018)
28	Countries with improved budget reliability, transparency of public finances, and control in budget execution (#)	..	..	..	29 (2019)	n.a.
29	Countries with taxes/GDP above or equal to 15% (#)	..	57	64	66 (2018)	5 (2018)

<sup>1</sup> = Indicators cover all countries, client and non-client

.. = Not available

n.a. = Not applicable

# TIER 2

## Highlights of World Bank Group-Supported Results

Outcomes and outputs of operations supported by the World Bank Group and World Bank



World Bank Group		Baseline (FY18)	Current (FY19)		
		Total	Total	FCS	Female
<b>World Bank Group – Sustainable and Inclusive Growth</b>					
1	People with enhanced access to transportation services (millions)	..	121.7	7.0 (Bank)	n.a.
2	Expanded power generation (conventional // renewable) (annual GW hours)	89,453 // 92,733	121,977 // 89,552	17,575 // 16	n.a.
3	People provided with new or improved electricity service (millions)	133.7	144.9	26.5	n.a.
4	People reached with ICT (millions)	288.7	224.0	72.8	n.a.
5	Beneficiaries of job-focused interventions (millions)	13.5	11.8	1.7	4.8
6	Beneficiaries reached with financial services (millions)	157	149.9	1.2	33.4
7	Farmers reached with agricultural assets and services (millions)	9.8	12.1	0.5	2.6 (Bank)
<b>World Bank Group – Human Capital</b>					
8	Students reached (millions)	69.6	50.7	2.5	22.8
9	People who received essential health, nutrition, and population services (millions)	83.2	214.0	31.7	99
10	People provided with access to improved water sources (millions)	42.4	36.1	0.2	n.a.
11	People provided with access to improved sanitation services (millions)	40.3	196.7	0.3	n.a.
<b>World Bank Group – Resilience</b>					
12	Countries supported toward institutionalizing disaster risk reduction (#)	70	73	9	n.a.
13	GHG emission reductions (tCO <sub>2</sub> eq/year)	59 million	96 million	0.5 million	n.a.
<b>World Bank</b>		<b>Baseline (FY18)</b>	<b>Current (FY19)</b>		
		<b>Total</b>	<b>Total</b>	<b>FCS</b>	<b>Female</b>
<b>World Bank – Sustainable and Inclusive Growth</b>					
1	People with enhanced access to transportation services (millions)	..	40.4	7.0	n.a.
2	Generation capacity of energy constructed or rehabilitated (MW)	3,530	5,819	97	n.a.
3	People provided with new or improved electricity service (millions)	20.0	19.0	1.8	n.a.
4	People provided with access to internet (ICT) (millions)	37.5	2.9	0.6	n.a.
5	Beneficiaries of job-focused interventions (millions)	10.8	9.7	1.7	2.9
6	Individuals that benefited from financial services (millions)	..	0.42	0.07	0.23
7	MSMEs that benefited from financial services (millions)	..	0.22	0.002	n.a.
8	Farmers adopting improved agricultural technology (millions)	2.0	3.0	0.07	0.6
9	Area provided with new/improved irrigation or drainage services (ha thousands)	539	729	67	n.a.
<b>World Bank – Human Capital</b>					
10	Beneficiaries covered by social safety net programs (millions)	18.3	19.9	3.9	9.6
11	People who received essential health, nutrition, and population services (millions)	59.0	161.0	31.5	93
12	Large-scale primary/secondary learning assessments completed (#)	23	24	4	n.a.
13	People provided with access to improved water sources (millions)	15.7	13.1	0.2	n.a.
14	People provided with access to improved sanitation services (millions)	11.5	172.9	0.3	n.a.
15	People provided with improved urban living conditions (millions)	5.6	7.1	1.3	n.a.
<b>World Bank – Resilience</b>					
16	Projected lifetime energy or fuel savings (MW hours // MJ)	6.6x10 <sup>6</sup> // 2.4x10 <sup>10</sup>	2.7x10 <sup>6</sup> // 1.0x10 <sup>10</sup>	1.6x10 <sup>5</sup> // 5.9x10 <sup>6</sup>	n.a.
17	Net GHG emissions (tCO <sub>2</sub> eq/year)	-44 million	-80 million	-0.5 million	n.a.
18	Countries institutionalizing disaster risk reduction as a national priority (#)	70	73	9	n.a.
<b>World Bank – Institutional Capacity</b>					
19	Countries that were provided statistical capacity building support for the implementation of household surveys (#)	81	90	23	n.a.

# = IBRD / IFC capital package    .. = Not available  
n.a. = Not applicable

# TIER 3

## Performance

Operational and organizational systems to serve World Bank Group and World Bank clients more effectively



World Bank Group		Baseline (FY18)	Current (FY19)		Expected Value (FY23)
			Total	FCS	
<b>World Bank Group – Supporting Clients to Achieve Development Results</b>					
<i>Development Impact and Effectiveness</i>					
1	Satisfactory outcomes of Country Partnership Frameworks (IEG rating) (%)	63 (FY15–18)	62 (FY16–19)	47 (FY16–19)	70
Satisfactory outcomes of Bank Group operations (IEG rating) (as share of operations)					
2	– Bank (%)	77 (FY15–17)	78 (FY16–18)	72 (FY16–18)	75
3	– IFC (%)	50 (CY14–16)	45 (CY15–17)	n.a.	improving trend
4	– MIGA (%)	65 (FY12–17)	69 (FY13–18)	n.a.	monitored
5	IFC advisory services successful development effectiveness rating (IEG rating) (%)	49	37	n.a.	improving trend
6	Stakeholder feedback on Bank Group effectiveness and impact on development results (scale 1–10)	6.5	6.7	6.2	7
7	Stakeholder feedback on Bank Group knowledge (scale 1–10)	7.0	6.9	6.3	7
8	Client feedback/satisfaction on Bank Group effectiveness and impact on results (scale 1–10)	6.9	7.2	6.3	7
<i>Performance and Quality</i>					
9	Satisfactory Bank Group performance for Country Partnership Frameworks (IEG rating) (%)	54 (FY15–18)	63 (FY16–19)	53 (FY16–19)	75
10	Advisory Services and Analytics (ASA) objectives accomplished (%)	93	92	95	90
11	Client feedback/satisfaction on IFC investment // advisory services (% satisfied)	89 // 91	86 // 91	75 // 95	85 // 85
<b>World Bank Group – Leading Global Agenda</b>					
12	Share of climate-related financing in total commitments (%)	32	30	21	varies by institution
<b>World Bank Group – Mobilization for Development</b>					
13	Share of Country Partnership Frameworks that have at least one joint objective in the results matrix (%)	100	100	100	100
14	Staff perception of Bank Group collaboration (%)	39	39 (FY18)	n.a.	50
<i>Private Investments</i>					
15	Private direct mobilization by Bank Group operations/transactions (US\$ billions)	13.0	13.6	0.14	monitored
16	Total private mobilization of Bank Group-supported operations/transactions (US\$ billions)	33.4	29.7	0.91	monitored
<b>World Bank Group – Improving the Business Model</b>					
<i>Managing Talent</i>					
17	Employee engagement (%)	76 (FY18)	76 (FY18)	n.a.	80
18	Staff diversity (index)	0.92	0.92	n.a.	1.00
19	Inclusion index (%)	62	62 (FY18)	n.a.	70
<b>World Bank Group – Ensuring Adequate Financial Capacity</b>					
20	Total revenue (US\$ billions)	9.1	9.3	n.a.	monitored
21	Average annual growth of Bank Group business revenue (%)	7.0	6.0	n.a.	>5% (F19–24)

.. = Not available

n.a. = Not applicable

World Bank		Baseline (FY18)	Current (FY19)		Expected Value (FY23)
			Total	FCS	
<b>World Bank – Supporting Clients to Achieve Development Results</b>					
<b>Development Impact and Effectiveness</b>					
1	Satisfactory outcomes of Bank operations (IEG rating) (as share of operations) (%)	77 (FY15–17)	78 (FY16–18)	72 (FY16–18)	75
2	Satisfactory outcomes of Bank operations (IEG rating) (as share of commitments) (%)	87 (FY15–17)	83 (FY16–18)	79 (FY16–18)	80
3	Client feedback on Bank effectiveness and impact on results (scale 1–10)	7.0	7.2	6.3	7
<b>Performance and Quality</b>					
4	Satisfactory Bank performance – i) at entry (IEG rating) (%)	77 (FY15–17)	75 (FY16–18)	72 (FY16–18)	80
5	Satisfactory Bank performance – ii) during supervision (IEG rating) (%)	89 (FY15–17)	87 (FY16–18)	84 (FY16–18)	80
6	ASA objectives accomplished (client rating) (%)	93	92	95	90
7	Global expertise embedded in ASA (client rating) (%)	95	92	93	90
8	Volume of Reimbursable Advisory Services (US\$ millions)	103	115	0.8	monitored
<b>World Bank – Leading Global Agenda</b>					
9	Share of climate-related financing in total commitments (%)	33	31	21	30/30*
10	– Disaggregation: IBRD (%)	39	31	n.a.	30 (FY20–23)
11	Projects that demonstrate a results chain by linking gender gaps identified in analysis to specific actions tracked in results framework (%)	54	65	69	55/60*
12	– Disaggregation: IBRD (%)	51	61	n.a.	55
13	Facetime days (change in % since last FY)	189,083 (10%)	199,503 (6%)	199,503	monitored
<b>World Bank – Mobilization for Development</b>					
14	Private direct mobilization by Bank operations (US\$ billions)	1.9	1.9	0.05	monitored
15	Total private capital mobilization of Bank-supported operations (US\$ billions)	3.7	4.1	0.24	monitored
16	Total private capital mobilization ratio of IBRD-supported operations (%)	10.7	11.3	n.a.	25 (avg. FY19–30)
<b>World Bank – Improving the Business Model</b>					
17	Projects with beneficiary feedback indicator at design (%)	95	94	93	100
18	Quality of M&E in operations (IEG rating) (%)	49 (FY15–17)	54 (FY16–18)	54 (FY16–18)	60
19	Proactivity index (index)	77	84	88	80
20	Client feedback on Bank responsiveness and staff accessibility (scale 1–10)	6.8	6.8	5.5	7
21	Disbursement ratio (%)	20	19	23	20
22	Employee engagement (%)	79	79 (FY18)	n.a.	80
23	Staff diversity (index)	0.92	0.93	n.a.	1.00
24	Inclusion index (%)	63	63 (FY18)	n.a.	70
<b>World Bank – Ensuring Adequate Financial Capacity</b>					
<b>Financial Sustainability</b>					
25	IBRD maximum loan exposure (US\$ billions)	218	227	n.a.	Positive growth
26	Total revenue (US\$ billions)	5.6	5.6	n.a.	monitored
27	Average annual growth of IBRD business revenue (%)	16	10	n.a.	>5
28	Average annual growth of IDA business revenue (%)	27	26	n.a.	monitored
<b>Strategic Alignment and Budget Efficiency</b>					
29	IBRD Budget Anchor (%)	88	79	n.a.	<100
30	IDA Budget Anchor (%)	102	98	n.a.	<100
31	Operational units share of unit budgets (%)	58	59	n.a.	monitored
32	Bank budget to portfolio volume ratio (IBRD + IDA) (%)	11	11	n.a.	monitored

# = IBRD / IFC capital package

\* = Targets are separate for IBRD and IDA. IDA target will be finalized upon completion of the IDA19 negotiation.

.. = Not available

n.a. = Not applicable

