

INDEPENDENT EVALUATION GROUP

**Work Program and Budget (FY19)
and
Indicative Plan (FY20–21)**

May 17, 2018

ABBREVIATIONS AND ACRONYMS

AC	Anti-Corruption	ICRR	ICR Review
ASA	Advisory Services and Analytics	IDA	International Development Association
BC	Budget Committee	IEG	Independent Evaluation Group
CCPE	Clustered Country Program Evaluation	IFAD	International Fund for Agricultural Development
CCSA	Cross-Cutting Solutions Areas	IFC	International Finance Corporation
CLEAR	Centers for Learning Evaluation and Results	IPDET	International Program for Development Evaluation Training
CLR	Completion and Learning Review	IT	Information Technology
CODE	Committee on Development Effectiveness	KM	Knowledge Management
CPE	Country Program Evaluation	KPI	Key Performance Indicators
CPF	Country Partnership Framework	LE	Learning Engagements
CPS	Country Partnership Strategy	MAR	Management Action Record
CSC	(World Bank Group) Corporate Scorecard	MDB	Multilateral Development Bank
DEC	Development Economic	MENA	Middle East and North America
DPF	Development Policy Financing	MFM	Macroeconomics and Fiscal Management
DGE	Director General, Evaluation	M&E	Monitoring and Evaluation
ECD	Evaluation Capacity Development	MIC	Middle-Income Countries
EITI	Extractive Industries Transparency Initiative	MIGA	Multilateral Investment Guarantee Agency
FCS	Fragile and Conflict-affected Situation	OED	Operations Evaluation Development
FCV	Fragile, Conflict and Violence	ODA	Official Development Assistance
FY	Fiscal Year	OECD	Organization for Economic Co-operation
GAC	Governance and Anti-Corruption	OPCS	Operations Policy and Country Services
GDI	Global Development Indicators	PCR	Project Completion Report
GDP	Gross Domestic Product	PER	Project Evaluation Report
GP	Global Practice	PforR	Program for Results
IBRD	International Bank for Reconstruction and Development	PPAR	Project Performance Assessment Report
ICR	Implementation Completion and Results	PPP	Public-Private Partnership
		PSW	Private Sector Window
		RAP	Results and Performance (IEG annual report)

RMES	Results and Measurement and Evidence Stream	SME	Small and Medium Enterprise
SEAs	Strategic Engagement Areas	SWF	Sovereign Wealth Fund
SCD	Systematic Country Diagnostic	ToC	Theory of Change
SDGs	Sustainable Development Goals	UMIC	Upper Middle-Income Countries
SEF	Sustainable Energy Efficiency	WDR	World Development Report
SOE	State Owned Enterprises	XPSR	Expanded Project Supervision Report

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IEG WORK PROGRAM AND BUDGET (FY19) AND INDICATIVE PLAN (FY20-21)

Executive Summary

I am pleased to forward to the Committee on Development Effectiveness (CODE) the Work Program and Budget request from the Independent Evaluation Group (IEG) for FY19-21.

The Work Program has benefited from early input by Members of CODE and the Chair of the Budget Committee, as well as discussions with management of the World Bank Group (WBG).

The report outlines the strategic framework IEG has put in place to align its work program with the WBG and its clients' main strategic priorities; its proposed work program for FY19-21; the results and impact that IEG expects to achieve over that period; measures IEG has been implementing to increase its outreach and impact; and details on resource management.

Strategic Directions for FY19-21

IEG's strategic directions in FY19-21 are aligned with strategic priorities of the WBG, as set out in the Forward Look (FL), the IDA18 agreement, the Maximizing Finance for Development (MFD) Development Committee Paper, and other strategic documents, as well as its twin goals in a sustainable manner, and with the development challenges expected to affect its clients over the period.

Independent evaluation is essential to help the WBG tackle these important challenges and IEG has aligned its strategic framework with that of the WBG to continue providing a systematic and coherent body of evidence in key relevant areas.

Proposed Work Program

Based on a rigorous selection process, IEG's proposed work program for FY19-21 includes a set of 8 Major Evaluations, 4 Meso Evaluations, 3 CPEs, 1 RAP and a large foundational basis of micro-evaluations, aligned with the WBG's strategic priorities and designed to provide evidence that complements existing evidence and fills in important knowledge gaps. In addition, IEG is committed to produce syntheses to further leverage its evidence on related or cross-sectoral issues and contribute to the IDA discussions. Further, following stock-taking exercises, IEG would like to request CODE's authorization to mainstream Learning Engagements going forward and to extend the Meso Evaluation pilot by one year.

Budget Request

The budget request to accomplish IEG's FY19 work program is \$38.09 million regular budget to be approved by the Board and \$0.4 million to be financed by trust funds. The requested budget is consistent with the flat budget framework in real terms. The shares of contribution from each of the three institutions (World Bank, IFC, MIGA) remain broadly unchanged from prior years.

IEG is committed to maintaining cost controls, through measures that include i) the implementation of a strategic staffing plan over FY17-20, including headcount and fixed cost ratio caps, ii) strengthened internal budget processes, and iii) cost efficiencies resulting from a continuous move toward strengthened internal processes and more efficient tools.

I. Strategic Framework

1. Internal and External Context

1. **The Independent Evaluation Group (IEG)’s strategic directions in FY19–21 are aligned with key strategic priorities of the World Bank Group (WBG) and the main development challenges expected to affect its clients over the period.** Externally, the global community has endorsed ambitious Sustainable Development Goals (SDGs), but the urgency and scale of today’s risks to development require extraordinary efforts to achieve robust, sustainable, and inclusive development outcomes. Internally, new commitments under the Capital Increase framework, continued implementation of the Forward Look strategy, implementation of the International Development Agency (IDA) 18 replenishment commitments and priorities, implementation of the International Finance Corporation (IFC) 3.0 Strategy, and continuous efforts to modernize the institution, are guiding the WBG’s future strategic directions. Against this backdrop, IEG’s work program is designed to help the WBG enhance its development impact and better address the most relevant development challenges faced by its clients.
2. **Externally, the challenging environment makes the fight against poverty and inequality complicated.** Global growth has improved over the past year with a recovery in investment, trade and commodity prices as well as supportive global financial conditions. Still, risks to the global outlook remain skewed to the downside, and prospects for growth vary widely across countries. While there has been encouraging progress in poverty reduction globally, high rates of inequality persist within and among countries, stubborn pockets of poverty remain, and persistent fragility is a challenge in many developing regions. Complex, interlinked challenges also risk rolling back the important gains of recent decades in an increasingly interconnected global economy, even more so as many countries will need to adjust to the expected normalization of monetary stance in advanced economies.
3. **Internally, the WBG has set up ambitious priorities in the Forward Look (FL) – A Vision for the World Bank Group in 2030,** including i) reaffirming its goals of ending extreme poverty and boosting shared prosperity, ii) identifying three priorities (“the what”) of promoting sustainable and inclusive growth, investing in human capital, and strengthening resilience to global shocks and risks, iii) defining four pillars of work (“the how”): serving all clients; creating markets, scaling up finance for development; leading on global and regional issues; and improving the WBG business model. The FL also emphasizes the WBG’s role on global issues, such as climate change, pandemics, forced displacement, global economic downturns, the gap in infrastructure financing, demographic pressures, and the SDGs.
4. **The IDA18 replenishment further emphasized some of the FL key priorities and pillars,** including focusing on countries affected by fragility, conflict and violence (FCV) and small states, supporting programs that have broad global or regional impact, creating markets by strengthening the enabling environment for private investment and undertaking catalytic investments that crowd in the private sector, helping countries mobilize and manage domestic revenues and ensure debt sustainability, fostering gender equality and empowerment, building open, effective, and accountable institutions, and managing climate change.

5. **Following the 2015 *From Billions to Trillions* agenda, and the Addis Ababa Agenda for Action, the WBG has made *Maximizing Finance for Development (MFD)* a priority in its 2017 update of the FL.** The Billions to Trillions paper highlighted the need to shift focus from “billions” in ODA to “trillions” in investments of all kinds to achieve the SDGs. This included ramping up assistance for domestic resource mobilization and efficient public spending, and catalyzing private investment. Drawing on the Addis Agenda, and expanding on the Hamburg Principles and Ambitions, the WBG has intensified and systemized its commitment to Maximizing Finance for Development (MFD). The March 2017 FL update introduced the “Cascade Approach” to guide the WBG’s efforts to leverage the private sector. The MFD approach is part of a broader effort to crowd-in private sector solutions and complements the IFC’s strategy to “Create Markets” and MIGA’s 2020 strategy.
6. **To overcome these challenges, the WBG is also committed to improve its business model, finding ways to serve its clients more effectively and efficiently.** New environmental and social safeguards are being rolled out to improve the sustainability of investments. Procurement reforms are making it easier to implement projects, while building the capacity of borrowers. The Agile program is empowering staff to find ways to continually improve operational delivery. And a wide range of administrative reforms is trimming bureaucracy, simplifying procedures, and creating efficiencies through shared services.
7. **Against this backdrop, independent evaluation can help the WBG tackle these challenges and build a stronger internal culture to deliver results to clients based on evidence.** To achieve the development objectives laid out in the capital increase framework, the FL, the IDA 18 agreement, the MFD, and other strategic documents, as well as its twin goals in a sustainable manner, the WBG needs to better understand what works and the reasons why, and to draw lessons and good practices from evaluation findings and experience.

2. IEG’s Strategic Framework

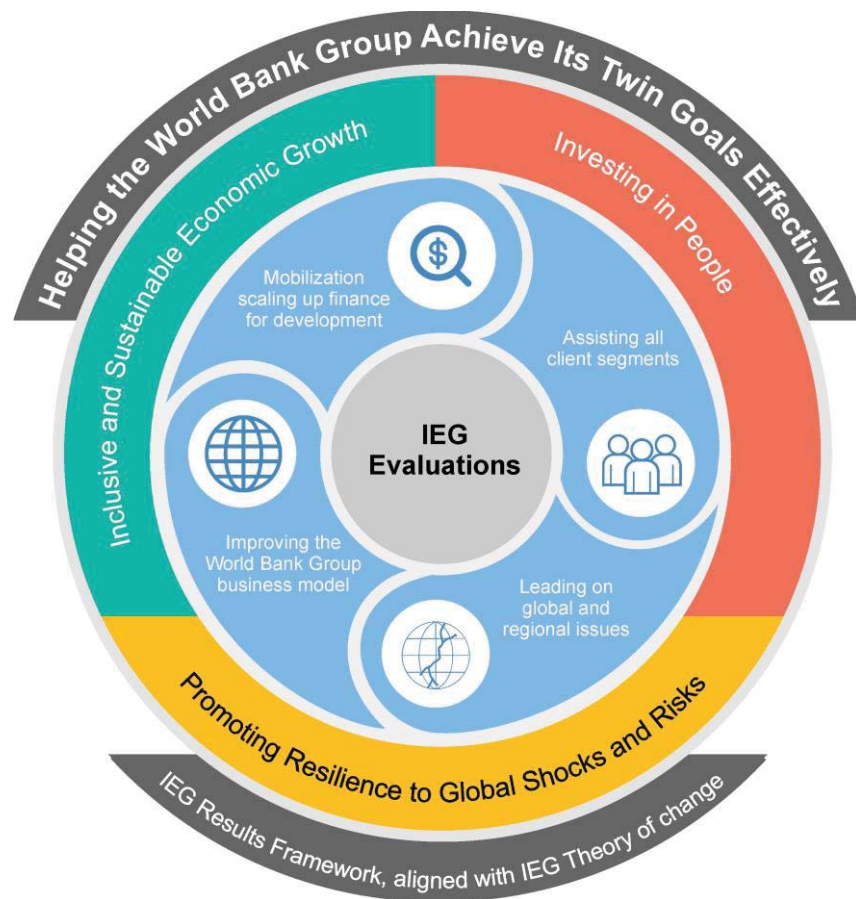
8. **To fulfill this important role, IEG has aligned its own strategic framework with WBG priorities.** To ensure strategic alignment of evaluations with the WBG’s priorities, in FY15 IEG introduced three Strategic Engagement Areas (SEAs) and three strategic pillars. In FY17, IEG revised its SEAs to fully align them with the FL and in FY18, IEG is proposing to revise its three Strategic Pillars to also align them fully with those of the FL.
 - ***Strategic Engagement Areas (SEAs):*** i) Inclusive and Sustainable Economic Growth, ii) Investing in People, and iii) Fostering Resilience to Global Shocks and Risks. IEG is committed to producing a body of relevant evidence within each of these SEAs to provide the WBG and CODE with evaluative evidence about what works to progress towards the twin goals in each of the three strategic ways identified in the FL. To do so, IEG will continue to produce Thematic Evaluations on relevant topics and regular Syntheses of its findings.
 - ***Strategic Pillars:*** i) Assisting All Client Segments; ii) Leading on Global and Regional Issues, iii) Improving the WBG Business Model, and iv) Mobilization: Scaling Up Finance for Development. In each of these areas, IEG is committed to review, assess, and provide

management and CODE with early feedback on reforms through Corporate Evaluations, to ensure that timely course corrections can be made when needed.

Figure 1: The FL Vision

One WBG... with
Two goals: eradicate extreme poverty and build shared prosperity;
Three priorities: sustainable and inclusive growth, human capital, resilience; and
Four ways to get there: serve all clients, maximize finance for development, lead on global issues, improve the business model

Figure 2: IEG’s Strategic Framework



9. **Since it established its Strategic Framework in FY14/15, IEG has produced a body of evidence to guide the WBG’s work towards its twin goals in each of the WBG’s three strategic priorities and four ways.** While each evaluation has produced valuable findings and recommendations, cumulatively these evaluations bring additional value as they address inter-related issues. To leverage this additional value, IEG will continue to build a relevant body of evidence in each pillar and will regularly produce Syntheses to summarize its findings across

evaluations. For example, in FY17, it produced a Synthesis on Resilience, leveraging a large body of older evaluations, and in FY18/19, it will produce various Syntheses, including on Inclusive Growth, SME Finance, and other cross-sectoral topics. More details on existing evaluations can be found in Appendix A.

Figure 3: IEG Existing Body of Major Evaluations by FL Pillar

<i>Inclusive & Sustainable Economic Growth</i>	<i>Investing in People</i>	<i>Fostering Resilience to Global Shocks and Risks</i>	<i>Assisting all Client Segments</i>	<i>Leading on Global and Regional Issues</i>	<i>Improving the WBG Business Model</i>	<i>Mobilization: Scaling up Finance for Development</i>
<ul style="list-style-type: none"> Investment Climate Reforms (FY14) Support for SMEs (FY14) PPP (FY14) Ending Poverty (FY15) Financial Inclusion (FY15) Electricity Access (FY15) Jobs and Competitiveness (FY16) Shared Prosperity (FY17) Rural Non Farm Economy (FY17) Facilitating Trade (FY18) 	<ul style="list-style-type: none"> Reform of Health Systems (FY14) Early Childhood Development (FY15) Water Supply & Sanitation (FY17) Higher Education (FY17) Essential Healthcare (FY17) Forced Displacements (FY18) Urban Transport (FY17) 	<ul style="list-style-type: none"> Clean World For All (FY18) Carbon Finance (FY18) 	<ul style="list-style-type: none"> WBG Support to FCS (FY14) Resource-Rich Countries (FY15) Fragile Situations in non-Fragile Countries (FY16) Small States (FY16) WBG Engagement in UMICs (FY17) IFC Client Engagement Model (FY18) 	<ul style="list-style-type: none"> Data for Development (FY17) 	<ul style="list-style-type: none"> Procurement (FY14) Learning and Results I & II (FY14/15) P4R (FY16) ROSES (FY16) SCD/CPFs (FY17) Engaging Citizens (FY18) 	<ul style="list-style-type: none"> Capital Markets Development (FY16)
<p>RAP 2013: Risk and Results RAP 2014: Achieving the MDGs RAP 2015: Gender Equality</p>			<p>RAP 2016: Managing For Results RAP 2017: Environmental Sustainability</p>			

Note: The allocation of evaluations across strategic pillar is notional as several evaluations touch upon various relevant angles and priorities.

II. FY19-21 Proposed Work Program

3. Selection Process

10. **This fiscal year, IEG enhanced the process for defining the work program and ensuring the strategic selectivity of topics for evaluation.** As in previous years, extensive consultations took place with many internal stakeholders, from across the WBG, and with external stakeholders. Consultations aimed to ascertain alignment between the proposed work program for IEG in FY19-21 and the main strategic priorities of the WBG and development challenges likely to affect its clients going forward. In addition to stakeholder consultations, internal (within IEG) consultations and evaluation gap analyses were conducted and a decision matrix was used to systematically assess potential topics for evaluation on a range of criteria, such as strategic interest (e.g. as determined by current events, current strategic discussions), explicit stakeholder interest (e.g. based on consultations with (Senior) Management from the WBG), volume of operations, evaluation coverage of a topic or area of work in recent years,

etc. (see Appendix B). IEG has also consulted with IAD to avoid overlaps and maximize synergies (see Appendix C).

11. **In addition, the proposed work program was structured to continue providing relevant evidence on each pillar of the Forward Look.** Major and Meso Evaluations were identified to complement existing IEG evidence in each pillar of the FL in areas where IEG evidence could help address knowledge gaps. Further, series of evaluations on related themes were included to build a cadre of knowledge on important areas where one single evaluation would not enable sufficient depth and breadth of coverage. For example, a series of evaluations on crisis preparedness and management is being planned, covering each a different type of crises. Another series on managing economic transformation is also planned, covering different types of transformations, as well as a series on water-related issues. Finally, IEG endeavors to structure its work program to produce each year a set of Major and Meso Evaluations spread out across various objectives and institutions as illustrated in Figure 4.

Figure 4: IEG Work Program Structure Principles

- A mix of evaluations on each strategic pillar every year
- At least one Major or Meso Evaluation with a strong or sole focus on IFC per year
- At least one Major or Meso Evaluation with a strong or sole focus on MIGA every 3 years
- A limited number (1-2) of corporate evaluations per year

12. **Based on this, IEG’s proposed work program for FY19-21 includes a set of 8 Major Evaluations, 4 Meso Evaluations, 3 CPEs, 1 RAP and a large foundational basis of micro-evaluations,** aligned to the WBG’s strategic priorities. The following section describes the planned work program. More details on each evaluation can be found in Appendix D.
13. **Beyond FY21, IEG maintains a list of pipeline evaluations that may be required and will identify potential evaluation needs related to the “capital package”.** Evaluation of the ESF implementation for instance is likely to be required after FY21. In the context the capital increase, once the policy package is known, IEG will overlay existing evaluations with policy asks to identify evaluation gaps. While such evaluations are not included in this work program, they are planned for inclusion in FY22 and beyond, as relevant.

4. Major Evaluations: Achieving the Twin Goals – Three priorities

INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH

14. **Over FY19-21, IEG proposes to deliver a total of 10 Major Evaluations addressing important topics, that are critical to achieve inclusive and sustainable economic growth,** including managing economic transformations; preparing for and managing crises; managing public finance in a way that supports inclusive and sustainable economic development; fighting against corruption; enhancing the performance of State-Owned-Enterprises (SOEs); supporting agricultural transformation; fostering regional integration; promoting renewable energy; managing water resources adequately; and supporting the development of cities that work and are inclusive. The proposed corporate evaluation on development in the digital era

will also be largely relevant to this theme by focusing on how digital technology can be leveraged to fasten inclusive sustainable development.

15. Combined with existing IEG evaluations, these evaluations will provide a suite of relevant knowledge on important strategic themes, such as:

- Managing crises, transitions and transformations
- Ensuring sound fiscal management and public institutions
- Managing infrastructure in an inclusive and sustainable manner
- Promoting inclusive growth.

16. In addition, IEG plans to focus the Results and Performance Report (RAP) 2018 on the theme of Inclusive Growth. This will complement the Synthesis IEG will also produce on this topic.

INVESTING IN PEOPLE

17. Over FY19-21, IEG proposes to deliver 4 Major Evaluations addressing important themes critical to supporting human development, including supporting decentralization and the effectiveness of sub-national governments, strengthening capacity of the public and private sectors in client countries, addressing population and demographic issues, and fighting malnutrition and stunting. After having worked a lot on health and education issues in previous years, this work program will enable IEG to broaden its evidence on service delivery, including at sub-national level (across sectors), and to start work on certain cross-sectoral issues (such as stunting and demographic challenges). In addition, IEG has mainstreamed gender issues in its work program (see Box 1).

FOSTERING RESILIENCE TO GLOBAL SHOCKS AND THREATS

18. Over FY19-21, IEG plans to deliver 3 Major Evaluations related to resilience to shocks and threats, including on managing natural resources degradation and vulnerability, ensuring urban resilience, and preparing for and managing macro-financial crises. This reflects IEG's interest in contributing to understanding what works to protect economies against a wide range of risks and threats. IEG produced in FY17 a Synthesis on Resilience, which the additional evidence produced over the next three years will complement in areas where knowledge remained insufficient.

Box 1: Supporting Gender Integration in IEG Evaluations

IEG Guidelines on Integrating Gender in Evaluation (FY15-FY16): A Swedish EFO supported the production of guidelines “Integrating Gender into IEG Evaluation Work”; these guidelines define the IEG approach to integrate gender in evaluation, have fed into IEG collaboration with the ECG gender practitioners working group, and will serve as a basis for developing an IEG Academy gender course.

Integration of gender in specific IEG products (FY15-ongoing):

- a. *ICRR gender flag*: developed to identify, in each ICR, PDOs, components, indicators (results) that are gender-related, as well as missed opportunities (e.g. indicators that could have been sex-disaggregated but weren't, projects that could have added a sharper focus on gender but didn't, etc.).
- b. *PPARs* with substantial gender focus. There are several examples of PPARs with a specific analysis on gender aspects (mostly CDDs).
- c. Consideration of gender aspects in select *macro-evaluations* (examples during the past 3-4 FYs: Investment Climate, Early Childhood Education, Tertiary Education, SCD/CPF, Water, Urban Transport, Data for Development; forthcoming: Knowledge Flows, Citizen Engagement, Forced Displacement).
- d. Thematic *chapter on gender in RAP 2015*, and reporting in each RAP of aggregate statistics derived from the ICRR gender flag.
- e. Stand-alone *learning products*: Social Safety Nets and Gender; Gender in CDD.
- f. *CPEs*. A first CPE that will have a gender angle will be the Rwanda CPE, which will serve as pilot.
- g. *Learning engagement*: an ongoing learning engagement with the Gender Group and involving 3 GPs (Water, Transport, Energy and Extractives) will explore the definition of “gender results” with the goal of improving indicators in results framework and align the definitions (of gender results, female beneficiaries, impacts – intended and unintended, etc.) used by IEG and Bank’s management.

Collaboration with the External Evaluation Group (FY17-FY18). A stocktaking exercise has been carried out on how members of the ECG integrate gender in evaluation to improve current practices. IEG has contributed by providing documentation (including its Guidelines on Integrating Gender in Evaluation) and comments to the production of an ECG guidance note on methodology, led by the African Development Bank. IEG has organized a two-day workshop in September 2018 for the ECG Gender Practitioners to discuss methodological approaches to integrate gender in evaluation and share best practices. “Gender Practitioners Notes” are being produced based on that workshop.

BBLs, RMES presentations. A RMES session has focused on how to define gender results in the infrastructure GPs, based on the ongoing learning engagement.

IEG Academy course on integrating gender in evaluation (forthcoming). This course (under development) will draw from all the above-mentioned products and experiences.

5. Major Evaluations: Providing Real-Time Feedback on WBG Reforms – Four Ways

ASSISTING ALL CLIENT SEGMENTS

19. IEG has already produced a significant body of evidence in this area, from UMIC to fragile clients; over FY19-21 it plans to focus on the IFC effectiveness in low-income IDA and fragile countries, which will complement the existing IEG evaluations on FCSs and on situations of fragilities in non-fragile countries, to provide a more comprehensive set of evaluations on the WBG’s work in FCSs. This body of evidence could be a useful input towards the WBG’s FCV/FCS scale up commitments.

Table 1: Proposed Major Evaluations for FY19–21

	FY19	FY20	FY21
Obj. 1: What Works & Why?	Inclusive and Sustainable Economic Growth		
	Public Finance for Development	Managing Economic Transformations, I	Managing Economic Transformations, II
	Fostering Regional Integration	SOE Reforms	Water Resources Management
	Renewable Energy	Cities, Growth, and Inclusion	Agricultural Transformation
			Corruption
	Investing in People		
	Decentralization and Effectiveness of Sub-National Governments	Demographic and Population Issues	Malnutrition and Stunting
			Capacity strengthening in WBG Operations
	Fostering Resilience to Global Shocks and Threats		
	Urban Resilience	Natural Resources Degradation and Vulnerability	
		Macro-Financial Stability and Crisis Preparedness	
Obj. 2: Real-Time Learning	Assisting All Client Segments		
			IFC in Low income IDA countries and FCSs
	Leading on Global and Regional Issues		
	WBG Convening Power	Development in the Digital Era	
	Improving the World Bank Group Business Model		
	Knowledge Flows and Coordination		WBG Agility, Adaptability and Responsiveness in a Changing World
	Mobilization: Scaling up Finance for Development		
	Creating Markets	Mobilization of Private Capital	
	RAP		
	RAP 2018 – Inclusive Growth	RAP -2019- TBD	RAP -2020- TBD

LEADING ON GLOBAL AND REGIONAL ISSUES

20. **In FY19-21, IEG plans to prepare two Major Evaluations related to the role of the WBG on global and regional issues.** The first one will focus in FY19 on the WBG's convening power to raise awareness and foster solutions to global and regional issues (including global public goods), and the second one will focus on the WBG's announced strategic priority to incorporate in its work a technological lens to help its clients take advantage of the 4th industrial revolution. Conceived as corporate evaluations, these evaluations will have a strong learning focus to help improve the WBG's effectiveness in these priority areas.

IMPROVING THE WORLD BANK GROUP BUSINESS MODEL

21. **Two FY19-21 Major Evaluations will address two fundamental internal reform priorities of the WBG:** that of ensuring knowledge transfers across its various sectoral departments and regions of focus, and that of enhancing its agility and responsiveness. These corporate evaluations will be an opportunity to assess the effectiveness of various important internal reforms and to course-correct as needed.

MOBILIZATION: SCALING UP FINANCE FOR DEVELOPMENT

22. **This mostly new area of focus for IEG will involve a series of evaluations, starting in FY20 with an evaluation of the WBG's mobilization of private capital.** As this is a key pillar of the Maximizing Finance for Development objective, this evaluation can provide important learning content for the WBG to move effectively in implementing its MFD strategy. It may be complemented in future years by evaluations on other important related themes such as on the cascade or on infrastructure project preparation facilities.

6. Meso Evaluations

MESO EVALUATIONS STOCK TAKING

23. **A stock-take of the Meso Evaluation pilot is ongoing and findings will be shared with CODE in June.** In FY18, IEG launched Meso Evaluations as a pilot in response to demands from CODE and WBG Management for smaller, more focused, just-in-time evaluations. Three Meso Evaluations were completed, i.e., Emerging Findings on IFC Asset Management Company (AMC), IFC's Experience with Inclusive Business, and Maximizing the Impact of Development Policy Financing in IDA Countries. A review of the experience with Meso Evaluations is ongoing and the findings will be included in an addendum to this report prior to the Formal CODE/BC discussions on June 4.
24. **Based on the stock-take findings, IEG requests to extent the Meso Evaluation pilot by one year.** Preliminary feedback from WBG management is positive on the usefulness of Meso Evaluations to provide independent inputs in important WBG management endeavors and on the learning potential they generate. The demand for Meso Evaluations is strong and a pipeline list has been established. Costs associated with Meso Evaluations have been contained to plans. For these reasons, IEG believes the Pilot should be continued in FY19. IEG proposes to conduct 4 Meso Evaluations in FY19 to satisfy the most pressing demand (while not increasing its overall budget request), and will update the stock-take at the end of FY19 to enable a

decision then on mainstreaming. IEG will coordinate with management the choice of Meso Evaluations going forward to ensure strong strategic value for the institution.

PROPOSED MESO EVALUATIONS FOR FY19

25. **Four Meso Evaluations are proposed for FY19, addressing strategic timely issues for WBG management** (see Table 2). Each of the proposed topics of focus have been suggested by WBG management as they constitute areas where the Bank/MIGA can learn from evaluative evidence and where such inputs would be timely (see Appendix D).

Table 2: Proposed Meso Evaluations, FY19

Equitable and Sustainable Growth	Investing in People	Fostering resilience to threats and global shocks	IFC / MIGA specific priorities
	Drivers of Education Quality Shaping Social Contracts	Sustainable Irrigation	MIGA non-honoring of government obligation guarantees

7. Country Program Evaluations (CPEs)

26. **After resuming its CPE program in FY17, IEG established in FY18 a set of principles to select CPEs going forward:**

- Country with upcoming CPF in the next 2 fiscal years
- Country with at least two completed CPFs/CPSs over the last 10 years
- Country with potential for generating meaningful lessons for other countries
- Country with last IEG CPE completed several years ago
- Country selection contributes to regional diversity
- Country selection contributes to IBRD/IDA/Blend/FCS/FCV diversity.

27. **Based on these criteria, two to three countries will be selected for a CPE in FY19.** Country selection will be confirmed after consultations with Management.

8. Syntheses

28. **To further leverage the knowledge created through its evaluations, and provide additional cross-thematic perspectives, IEG is committed to produce regular syntheses of its work.** In FY17, it produced a synthesis on resilience and one on the WBG’s engagements in UMICs. In FY19, IEG will produce various syntheses, including on Inclusive Growth, Support to SMEs, biodiversity, and the IFC work in FCSs (ahead of the FY21 major evaluation on this topic). Syntheses are a way to “serve” evaluation insights from a cross-section of evaluations in an accessible manner.

29. **IEG will produce syntheses to contribute to the IDA18 midterm review and the IDA19 replenishment discussions.** For the IDA18 midterm review, IEG will contribute two short syntheses, on the Crisis Response Window and the Regional Window respectively (based on inputs from the ongoing Regional Integration evaluation, as well as ICRRs and PPARs). For the first replenishment meeting of IDA19, IEG will produce a synthesis of findings from recent evaluations and analysis focusing on the special themes of IDA18.

9. Project Level Evaluations and Validations

PROJECT PERFORMANCE ASSESSMENT REPORTS (PPARs)

30. **Coverage of Bank Project Performance Assessment Reports (PPARs) will be maintained at 20-25 percent of closed World Bank projects over the next three years.** PPARs are a crucial accountability and learning tool for assessing actual project performance and for extracting lessons of experience for future project design. The coverage of PPARs was maintained at 20 percent of closed World Bank (IBRD/IDA) Projects in FY18. Looking forward, IEG will continue to maintain its coverage of PPARs at around 20–25 percent of closed World Bank projects. A new selection process will be implemented in FY19 to achieve a more strategic selection of projects and enhance the usefulness of PPARs (see para. 53).

31. **A smaller and improved PPARs program will be resumed in FY19 for IFC and MIGA.** In FY15, IEG launched a pilot for Project Performance Assessment Report (PPAR) for IFC and MIGA projects. Responding to the request from CODE to conduct a stocktaking of the pilot, an independent consultant was hired to review the instrument's effectiveness for accountability and learning, cost efficiency, and management of client confidentiality. The stocktaking concluded that there is significant value in doing in-depth evaluations of individual projects, but suggested that, in addition to the pursuit of accountability objectives, PPARs of IFC/MIGA projects should also meet specific knowledge needs given the cost associated with the product. Based on the findings, IEG, IFC, and MIGA agreed to redesign the PPAR program with a small number of PPARs per year. The key feature of the new program is to have clusters or themes to be agreed between IEG and IFC/MIGA in the context of the annual work program consultations based on identified knowledge gaps and synergies for a better understanding of a larger issue. With agreement on themes, IEG would select individual projects relevant to the topics. Also, the parties agreed to share the cluster reports with CODE and an anonymized summary of each cluster report would be made available to the public.

32. **These new features of the PPAR program for IFC and MIGA projects are expected to enhance learning, accountability, and efficiency.** Learning will improve as clustering will ensure a critical mass of projects are reviewed to shed light on a specific topic for which there is demand from IFC and MIGA management. Accountability will also be enhanced as IEG will independently select the specific projects within the cluster and will share the cluster reports with CODE and disclose summaries in a way that preserves client confidentiality but ensure accountability. Finally, greater efficiency will be achieved as clustering around a theme will allow for economies of scope and scale.

VALIDATIONS OF SELF-EVALUATIONS

33. In recognition of the important learning and accountability role of project-level validations, coverage of validation products will be maintained at their current level. Validation products form a critical part of IEG’s work program. These products contribute both to the accountability and learning mandate of IEG and are often the building blocks for several other evaluation products. IEG will maintain its standards and coverage rates for its validation products, namely: 100 percent coverage of World Bank project self-evaluations (ICRRs), 100 percent coverage of World Bank country learning reviews (CLRRs), 40 percent of randomly selected self-evaluations of IFC’s mature investments (XPSRs), and 51 percent of IFC advisory services project completion reports (PCRs). For MIGA, self- evaluations followed by IEG validations and independent evaluations by IEG will together cover 100 percent of mature guarantees.

10. Learning Engagements

34. IEG continued piloting Learning Engagements (LE) in FY18 and approved 13 new proposals co-sponsored by WBG units. During FY17 and FY18, IEG approved a total of 24 LE proposals prepared and implemented in collaboration with a wide range of WBG operational and corporate teams. The resources earmarked for this pilot product were fully allocated in both FYs.

35. An assessment of the performance of LEs found that there is high demand for the continuation of this product line among WBG co-sponsors and within IEG. As committed in last year’s work program, a stock-take was carried out to assess the experience with LEs. The stock-take reviewed all LEs that had been approved as at November 2017, of which 9 had been fully completed by then. The stock-take was based on interviews with the IEG staff and WBG co-sponsors involved in these LEs, a review of application and completion forms, a review of the material produced under each LE, and an analysis of the process and resource use. The key findings of the stock-take (see Appendix E) include:

- There is strong support among both WBG co-sponsors and IEG staff to continue implementing LEs as a product line of IEG;
- A majority of WBG co-sponsors and IEG LE team members believed that learning took place in the LEs;
- One of the key reasons for the strong support for LEs was the ‘non-evaluative’ environment that it creates, enabling IEG and WBG staff to learn from each other;
- Specific areas for improvement were identified, including i) conducting more outreach to increase awareness within the WBG about LEs, ii) designing more innovative engagement activities; and iii) sharpening KPIs of LEs.

36. The collaborative work between IEG and IFC on IFC’s Work Quality in Investment and Advisory Services is an example of a successful LE. Stemming from a demand from IFC management to understand the reasons behind declining trends in IFC’s performance, two LEs (one on investment services and one on advisory work) were conducted in a collaborative fashion with IFC’s management. It helped identify actions to improve work quality that are being implemented by IFC management.

Table 3: Learning Engagements approved in FY18

No	Topic	WBG Co-Sponsors
1	Gender in Evaluation: An Evaluation Cooperation Group (ECG) Workshop	Gender CCSA
2	Strengthening Country Engagement Practice: Insight from IEG's SCD/CPF evaluation and CLRRs- A Joint IEG-OPCS Learning Event	OPCS
3	Measuring Efficiency in Environment Sector Projects in the World Bank: Sharing Lessons from IEG's Evaluative Evidence	Environment & Natural Resources GP
4	Results Framework and Key Performance Indicators for Institutional Outcomes linked to Improved Service Delivery in the Water Supply and Sanitation Sector	Water GP
5	Learning from Failure: Using IEG Evaluations to Improve the Design of Urban Operations	GP SURR
6	Energy Efficiency / Sustainable Energy Efficiency (SEF)	IFC MENA, IFC Climate Finance AS, IFC Sector Economics & Development Impact
7	Insights and Lessons from IEG on MFM-led DPFs: An IEG- MFM Learning Engagement	MFM
8	IFC Advisory Services Development Effectiveness Study	IFC Corporate Strategy & Partnership
9	Improving Identification and Measurement of Gender Results	Gender CCSA
10	Sustained Services for the Poor: A Synthesis of Lessons Learned from IEG's New Behavior Change and Service Delivery Frameworks	OPCS, DEC
11	ICR Reform for DPFs	OPCS
12	Promoting Learning on M&E and Performance Measurement in Agriculture Projects: IEG engagement with Agriculture GP -Phase 1	Agriculture GP
13	Leveraging the Forest MAR to enhance Sector Performance: A Just-in-Time Learning Engagement with IEG and the Forest ENV team	Environment & Natural Resources GP

37. **Based on this, IEG would like to request CODE's authorization to mainstream LEs going forward.** Management of the three institutions is supportive of this request. If agreed, LEs would become one of the formal product lines of IEG, and would continue to receive an annual funding allocation of IEG's budget of approximately \$750,000 (without impacting IEG's overall budget request).

11. MAR Deep Dives

38. **In FY18, IEG has undertaken *Deep Dives* into its recommendations and their implementation in three areas: private sector development, environmental sustainability, and learning.** These deep dives involved conducting a detailed analysis of IEG recommendations and management action plan updates over the past seven years in three areas where IEG has conducted several evaluations and where management agreed to implement several action plans. The Deep Dives were used to engage WBG senior management in a dialogue on the relevance of action plans and their implementation and brought to the fore

several issues related to the management follow-up on IEG recommendations, which IEG and Management will work to address over the next FY. The Deep Dives also provided lessons for IEG to continue improving the quality of its recommendations.

III. Enhancing IEG Impact

39. **To enhance its impact, IEG has worked on various fronts**, including towards:
- Strengthening the policy environment for evaluations in the WBG;
 - Improving and monitoring closely IEG’s results framework;
 - Continuing to implement the recommendations of the 2015 External Review of IEG;
 - Improving the relevance, efficiency and effectiveness of IEG products;
 - Enhancing quality and credibility;
 - Enhancing knowledge and communication; and
 - Embarking on a revision of the MAR process.

12. Strengthening the Policy Environment for Evaluations in the WBG

40. **In FY18, IEG has worked towards strengthening the policy environment in the WBG for evaluations in general and for IEG in particular.** This work aims to ensure the policy environment that guides the production and use of evaluations, including independent evaluations, in the WBG is clear, transparent, well disseminated, and adheres to best international practices.
41. **IEG worked with WBG management to prepare a draft WBG Evaluation Framework** that sets out the WBG’s framework for conducting and utilizing self- and independent evaluations in ways that enhance the WBG’s capacity to manage for results, incorporate lessons learned into new operations and strategies, be more agile and responsive to clients’ needs for higher impact, and set new standards for evaluations.
42. **The IEG Mandate was strengthened in FY18.** Formerly known as the DGE TORs, the IEG Mandate is the policy document that sets up IEG objectives, functions, independence, and other important attributes. The key revisions that were made include: i) bringing the TORs for the earlier WB, IFC, and MIGA evaluation functions under one single mandate for IEG for the WBG, ii) reflecting the changes recommended by the independent review of IEG with regards to the term of the DGE’s mandate and the need to emphasize IEG’s ‘learning’ role, iii) explicitly articulating IEG’s reporting line to the Board via CODE, iv) defining clearly IEG’s independence, and v) clarifying language around IEG’s Access to Information Policy. Overall, the new mandate articulates better IEG’s dual accountability and learning role and spells out more clearly the various dimensions of IEG’s independence.
43. **Simultaneously, IEG’s Conflict of Interest Guidelines were strengthened.** Conflict of interest rules are fundamental for an evaluation office as they contribute to credibility and impartiality. In FY18, IEG strengthened its rules by: i) enlarging the scope to perceived conflicts of interest, ii) systematizing and strengthening IEG’s internal process to identify, manage and document conflicts of interest, and iii) enhancing procedures to manage conflicts of interest for IEG Directors upon their return to the WBG after serving in IEG.

44. **Finally, IEG has developed its own Theory of Change (ToC)** to articulate more clearly its mandate to contribute to the WBG development effectiveness by fostering learning, accountability for results, and evidence-based decision making. The ToC starts from the understanding that IEG is responsible for the assessment of the relevance, efficacy, and efficiency of the WBG’s operational policies and activities as well as their contribution to development effectiveness, as a source of evidence for learning and accountability. It maps the causal linkages between its major functions, its primary activities and corresponding key outputs delivered, the potential direct outcomes (e.g., outreach and behavioral influence among key target audiences), indirect outcomes (e.g. on the WBG’s learning and accountability processes) and, finally, the causal linkages with the WBG’s two corporate goals. More details can be found in Appendix F.

13. Improving and monitoring closely IEG’s results framework

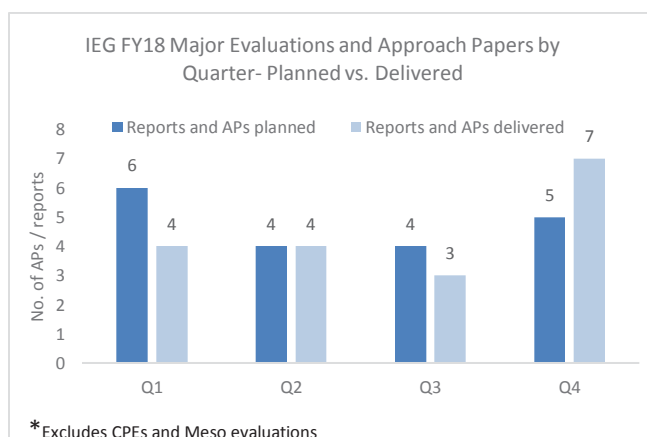
45. **IEG upgraded its results framework in FY17/18 to better align it with its mandate, intended outcomes, and the WBG Corporate Scorecard.** Based on a three-tier structure, the revised Results Framework provides a clear logical framework for IEG’s inputs (Tier 3), its outputs (Tier 2), and its outcomes (Tier 1). A detailed methodological note accompanies the Results Framework (see Appendix G).

46. **Available indicators show that IEG is making progress towards its FY20 targets in most areas.** Data is still pending on some of the indicators which will be available after the end of the FY. The updated table will be reported to CODE via the quarterly reports in FY19.

- With regards to its accountability and learning mandates, IEG has made progress towards meeting its output targets. To fulfill its accountability mandate, IEG has produced outputs in line with targets, in the form of 8 Major Evaluations (including the RAP), 3 Meso Evaluations, 2 CPEs, and validation products. With regards to its learning mandate, more IEG staff are actively participating in both internal and external learning events to share relevant evaluation knowledge. In FY17, 650+ WBG staff were directly reached via Learning Engagements. Participant feedback from the RMES events co-sponsored by IEG has improved. Outcome-level results in these areas will be measured when data from the 2018 IEG client survey become available.
- IEG is also on track to meet its targets on evaluation capacity development. More local consultants are being hired. Available survey data from CLEAR centers show that client ratings on the quality and usefulness of CLEAR trainings are already above FY20 targets.
- Indicators that measure IEG’s operational effectiveness also show progress in all areas. All key stakeholders are consulted during the development of IEG’s annual work program as well as for each Major Evaluation. With no budget overruns anticipated and with the implementation of strategic staffing plans in FY18, resources are being used efficiently and effectively. Major Evaluations are being delivered, on average, within a shorter time frame and with a smaller budget, as targeted. Efforts are also being made to be more collaborative as indicated by the larger share of Major Evaluations with engagements with WBG management throughout the evaluation process (via PROACT and REACT workshops and otherwise).

47. **Some areas where further efforts are needed include de-bunching, and improving the Board’s perception of the relevance of IEG reports.** IEG had plans at the start of the FY to deliver a balanced number of evaluations per quarter but extensions of comment period and management and internal delays resulted in some bunching in the last quarter. IEG will continue to carefully plan its deliveries for FY19 and FY20 and engage closely with WBG management to avoid delays. On relevance, IEG will continue ensuring its work program is aligned with the needs and demand from CODE, as well as providing CODE with additional relevant timely material such as syntheses reports.

Figure 5: IEG Major Evaluation Deliverables by Quarter



14. Implementing the External Review Recommendations

48. **IEG has implemented the action plans for most of the recommendations of the 2015 independent external review for which it has responsibility.** The revisions made in the IEG mandate directly respond to 2 of the 8 recommendations: i) to clarify IEG’s accountability and learning role, and ii) to limit the DGE’s term to a single six-year non-renewable term (see para 42 on IEG mandate). In response to the recommendation to develop an institution-wide, principle-based evaluation policy, IEG and WBG Management have worked to develop the WBG Evaluation Framework which will be presented to CODE by the end of FY18 (see para 41 on WBG evaluation framework). Taking stock of the performance of specific IEG products, such as the Clustered Country Program Evaluations (CCPE) and the IFC/MIGA PPARs, have been conducted to respond to the recommendation to enhance IEG’s quality, relevance, usefulness, credibility, and influence (see Para. 3014).
49. **IEG and WBG Management have completed an initial assessment of the seven engagement pilots** launched in response to recommendation 7 to adjust the process for major, thematic, and sectoral evaluations. After reviewing the findings, IEG proposes to mainstream three pilots (PROACT, REACT, and Action Plan workshops) into its work processes, to continue testing two pilots (Joint Recommendations, Adaptable Action Plans), and to discontinue one pilot (Track Your Evaluation). IEG will continue consulting with management on the way forward. A summary of the initial assessment is included in Appendix H.

50. **Lastly, in response to the recommendation to broaden efforts to build M&E capacity in client countries, IEG has continued its Evaluation Capacity Development (ECD) work** via its partnership with CLEAR and launch of an updated IPDET with new delivery partners. IEG also continues to scale up the use of local consultants in evaluation work (see page 25).

15. Improving the Relevance, Efficiency and Effectiveness of IEG Products

51. **IEG endeavors to optimize the relevance, efficiency and effectiveness of its products.** In reviewing its business lines, IEG has prioritized increasing utility, credibility, and independence as principles, in line with the forthcoming WBG Evaluation Framework.

52. **IEG has significantly reduced the cost and time it takes to produce major evaluations.** The average time to produce a major evaluation has been reduced by about 5 months from FY15, and some evaluations will be delivered within a FY for the first time. Significant efforts were implemented to bring the average cost of a major evaluation below \$1 million, including limiting the scope of major evaluations, limiting case studies, optimizing staff time, relying on less expensive consultants, and enhancing the use of digital technologies.

53. **With regards to PPARs, IEG has implemented new procedures to achieve a more strategic selection of projects and further enhance the quality and usefulness of PPARs.** Each PPAR now requires a concept note and a before-action-review meeting ahead of the field visit. A more structured quality control mechanism is in place as well. IEG has established a new PPAR product line coordination function (like that used for other micro-products) to support managers and directors to improve the selection, methodology, delivery, and quality assurance of PPARs. IEG has also developed, on a pilot basis, a revised template aimed at making report findings more accessible to operational audiences. In FY19, IEG will assess the pilot and adopt the new template in consultation with WBG Management.

54. **With regards to ICRs, IEG is supporting the development by OPCS of a new ICR template for P4Rs.** Following the ICR reform for IPF loans and the P4R review by IEG (*Program-for-Results: An Early Stage Assessment of the Process and Effects of a New Lending Instrument*), a working group of IEG and WB staff was set up to introduce an ICR system for the new PforR lending instrument. Work is also ongoing, in collaboration with OPCS, on a reform of ICRs for Development Policy Financing (DPFs). Also, the IEG report on P4Rs has been widely shared with GP staff who are preparing new P4R operations. It was also posted on the OPCS webpage for use as a learning resource by operational staff.

55. **With regards to CLRs, IEG has focused on disseminating relevant lessons from its SCD/CPF evaluation.** Following CODE's review of "*An Early-Stage Assessment of the Systematic Country Diagnostic (SCD) and Country Partnership Framework (CPF) Process and Implementation*" evaluation, IEG staff participated in the CPF Academy, a training offered to WBG staff who are preparing CPFs and CLRs. In a joint OPCS-IEG session on "what constitutes a good practice CPF results framework under the new country engagement framework," IEG staff shared relevant findings from CLR Reviews and from the SCD/CPF evaluation, including good practices identified in country case studies. IEG staff also participated in a CLR Clinic for operational staff. The SCD-CPF IEG report has also been widely shared with operational staff and posted as a resource in the OPCS web page.

56. **IEG updated the guidelines for IFC self-evaluations for investments (XPSR) and advisory services (PCR),** and is in the process of updating the equivalent MIGA PER guidelines. The revised guidelines for advisory PCRs and investment XPSRs have been implemented. IFC and IEG provided training to staff in headquarters and in the field, as needed. The discussions with MIGA on PER guidelines are expected to be completed in FY18. IEG has also been working with MIGA on developing the evaluation framework and theory of change for MIGA's Non-Honoring of Sovereign Financial Obligations projects, which will serve as an input for the PER guidelines.

16. Enhancing Quality and Credibility

57. **In FY18, the strengthened quality assurance process put in place in FY17 was further institutionalized and adapted to different types of evaluations** (see Appendix I). Existing elements were retained such as: quality standards for APs, internal IEG review meetings of draft APs and evaluation reports with external peer reviewers, and review and feedback by WBG Management on draft APs and evaluation reports. For Major Evaluations, additional quality assurance mechanisms were broadly implemented, including methodological workshops and 50% and 80% (referring to the point in the evaluation cycle) review meetings. Where needed, ProACT and ReACT workshops were used to elicit WBG stakeholder feedback and increase buy-in. To a lesser extent, some of these mechanisms were also applied to Meso Evaluations and CPEs.

58. **The Methods Advisory Function made significant progress in supporting evaluation teams in terms of methodological design,** the use of (new) evaluation methods and building staff capacities. IEG evaluation teams in collaboration with the Methods Advisory Function were actively engaged in several initiatives.

59. **First, led by the Methods Advisor, a core in-house team of IEG staff with expertise in qualitative and quantitative methods, pedagogical skills and portfolio data analysis provided advisory support to evaluation teams on a demand-driven basis.** In addition, through the new quality assurance process, more systematic support and feedback was provided to teams on the core elements of quality in evaluation design: focus, consistency, reliability, and validity. These processes also contributed to improving knowledge-sharing between evaluation teams on good practices, as well the strategic placement of staff and consultants with specific expertise in evaluation teams.

60. **Second, IEG continued to invest in the piloting of innovative (rigorous) methods and approaches.** Examples include the use of theory-based causal analysis (e.g. the use of qualitative and quali-quantative approaches such as pattern matching, process tracing, qualitative comparative analysis; the use of the theory-based econometrics), geo-spatial analysis, systems approaches (e.g. the use of social network analysis and systems mapping techniques), machine learning and text analytics. There are often significant trade-offs between the depth and breadth of analysis in an evaluation, which constrain the opportunity space for in-depth analysis. By applying innovative (rigorous) methods in an efficient manner IEG was able to deepen its evaluative analysis and strengthen the validity of findings.

61. **Third, new guidance materials were developed to support the work of evaluation teams.** For example, IEG developed in collaboration with other international organizations new guidance on dealing with gender aspects in evaluation. In addition, IEG is developing a comprehensive guidance document presenting a broad range of evaluation methods for independent evaluation in the field of international development.
62. **Fourth, evaluation training in the context of the IEG Academy was provided to IEG staff.** A new course, *Foundations of Evaluation Design* for IEG staff and managers, was successfully implemented. The course covered the core building blocks of evaluation design and quality in evaluation through a series of interactive and practice-oriented sessions. TTLs and evaluation analysts were trained respectively in the management and implementation of portfolio analysis, which is one of the main elements of IEG Major, Meso and country program evaluations. IEG Methods Brown Bag Lunches in collaboration with RMES (Lunch & Learn) were organized on a periodic basis with internal and external experts speaking about various methodological topics. IEG's staff skills were also supported by ensuring IEG's global presence in professional fora and conferences on evaluation practices and selected IEG staff attended specialized trainings on evaluation methods. Finally, the Methods Advisory Team provided evaluation training to peers from other international organizations.

17. Enhancing Knowledge and Communications

63. **From FY16 to FY18, IEG significantly increased its efforts to achieve more influence from its work.** The efforts included a Knowledge Management strategy focused on making IEG knowledge more easily available at the moment it is most needed; closer collaboration with operational counterparts; and a new Outreach Strategy that defines a more differentiated and systematic approach. IEG's Knowledge Management work has helped WBG TTLs and managers receive knowledge from IEG at the right time and in formats that make the information easier to understand.

Outreach and dissemination

64. **The goal of IEG's outreach and dissemination activities is to help expand IEG's influence with key stakeholders, thereby increasing the use of IEG knowledge.** IEG's knowledge, learning, and communications agenda has flourished in FY18. Our work focused on three strategic priorities: i) increasing stakeholder awareness and understanding of IEG's role; ii) positioning IEG as a thought leader and premier source of evaluative insights on development; and iii) increasing the use of IEG's knowledge among key stakeholders.
65. **To deliver on these priorities, IEG developed in FY18 a new outreach strategy** which aims to expand IEG's reach, visibility, and influence with key stakeholders by creating or targeting the most relevant internal and external opportunities, in the context of a flat budget and reduced staffing (see Box 2). This more strategic and systematic approach to outreach has already begun to enable IEG to define upfront the outcomes we want, ensure that we can proactively anticipate and capture the best opportunities to deliver these outcomes, and facilitate better decisions on where we allocate our limited resources to get the most value.

Box 2: Enhancing IEG Impact through Communication and Outreach

In FY18, IEG developed a new communications strategy to better align outreach efforts with its work program and strategic directions. The strategy takes a systematic approach by defining upfront the goal to increase IEG's reach and influence, and specific communications objectives to achieve this goal. To support these objectives, IEG is implementing several activities to engage key stakeholders inside the World Bank Group and across the broader development community. Implementation of the strategy is underway, and initial results have been positive.

Objective 1: Increase stakeholder awareness and understanding of IEG's role and how IEG's work can influence the World Bank Group and the broader development community

To promote awareness of its role and relevance, IEG uses various outreach vehicles such as evaluation reports, events, learning engagements, and online channels including external and internal websites, blogs, social media and newsletters. These outreach activities target World Bank Group staff and management, the Board, and the broader development community.

Because of these activities, awareness of IEG's role remains high among key stakeholders: 71% of staff surveyed, 91% of the Board and 73% of external stakeholders report that they are familiar with IEG's mandate and reports.

Objective 2: Position IEG as a thought leader and premier source of evaluative insights on development

Positioning IEG as a thought leader in evaluation and in the broader development community is an important objective, as it facilitates the use of our work to inform development conversations inside and outside the World Bank Group. To drive this objective, IEG regularly contributes to development conversations through events, speaking engagements, and through its #WhatWorks blog. In the last two years, IEG organized over 15 stakeholder events a year, and participated in several external events, where IEG speakers contribute to development conversations. One such key event in FY18, was the UN Environment Assembly, where IEG's Director General was invited to present highlights from IEG's evaluation of the World Bank Group's support for pollution management.

The #WhatWorks blog has become an especially important vehicle for demonstrating IEG's thought leadership. In FY18, for example, IEG sparked a global conversation through the blog on the need to rethink the current OECD-DAC evaluation criteria, which are used by most bilateral and multilateral development institutions. Over 10,000 people read the blog, and over 100 shared their comments. As a result, the OECD-DAC Secretariat has convened a stakeholder group, including IEG to revisit the criteria.

Objective 3: Increase the reach and use of IEG knowledge

Under this objective, IEG seeks to promote the use of its evaluations by key stakeholders. We track this mainly through the growth in our email subscribers, the number of visits to IEG's website and the number of reports downloaded from our website and other platforms, such as the World Bank's Open Knowledge Repository. For IEG's website, traffic increased 16.45 percent from 128,764 in FY16 to 151,112 users in FY17, while the number of report downloads increased 86.15 percent over the same period. Performance for FY18 is on track to exceed FY17. A similar positive trend is evident in our email subscriptions, which now exceed over 40,000 subscribers.

Feedback from IEG's 2018 annual client survey confirms that stakeholders value and use IEG's work - 95 percent of Board members surveyed find IEG's evaluation useful for them to assess the World Bank Group's development effectiveness, while 76 percent of World Bank staff surveyed report that they use IEG evaluations in their work.

66. In addition, IEG has continued to invest in scaling up its online presence through its website and social media. For the first three quarters of FY18, IEG's website had 188,088 sessions, up 15 percent from the same period in FY17. In addition, IEG produced several

derivative products to make its evaluations more accessible and digestible for key stakeholders. This included videos, shorter report summaries, infographics and blogs. The internal website won the “*Best Social Intranet*” Award from the WBG knowledge and learning community of practice. IEG’s external website, revamped in FY17, continues to produce increases in website sessions and downloads. In addition, IEG’s social media activity has generated several online conversations and led to increases in followers on Facebook, Twitter, and LinkedIn.

67. **As a result of these efforts, use of IEG evaluation has increased significantly, as measured by the number of IEG reports downloaded.** For the three quarters, ending March 31, the number of report downloads increased by 5 percent to 48,066, compared to 45,760 the previous year. IEG’s knowledge is also increasingly being cited in major development reports and academic research. A key highlight for FY18 was an initiative led by IEG to start, through a special series of blogs and outreach events, a conversation on rethinking the OECD-DAC evaluation criteria that govern how most development institutions conduct evaluations.
68. **For the FY19-21 period, IEG will seek to further invest in strengthening its outreach.** IEG will continue to explore innovative ways to engage WBG staff and other key stakeholders to increase the use of evaluations in influencing the development decisions. This will be through a combination of expanding our own channels and continuing to leverage stakeholder platforms, such as the Open Learning Campus and other knowledge platforms.

IEG Infrastructure

69. **IEG continuously invests in improving its systems.** As WBG ITS changes the IT platforms provided to the Group, IEG must migrate its systems to the new platforms. In FY18, IEG began the work to migrate its internal website and collaboration spaces to the new ITS platform, which will go live in FY19. In addition, in FY19, IEG will migrate its PPAR tracking system from the GoPro to a Microsoft Dynamics platform. To better manage portfolio data and make it easier to package it when requested, IEG will enhance Data Mart and improve protocols and/or mechanisms for storing portfolio data packaged from evaluations.

18. Embarking on a revision of the MAR process.

70. **In FY18, IEG started a dialogue with management and the Board on the implementation of IEG recommendations.** Through the RAP and the MAR Deep Dives prepared in FY18, IEG raised awareness of issues related to management implementation of actions in response to IEG recommendations. Following the RAP Board discussion, IEG committed to the Board that it will work with management in FY19 to strengthen this process. In addition, the MAR computer system is obsolete and will need to be replaced in FY19 or FY20 based on requirements that IEG and management jointly defined in FY18.

IV. Building Evaluation Capacity

71. **In FY18, IEG successfully concluded the competitive selection of a new delivery partner for the International Program for Development Evaluation Training (IPDET) and completed final grants for the Centers for Learning in Evaluation and Results (CLEAR) in Latin America, Francophone Africa, and Anglophone Africa.**

IPDET

72. **The selection of a strong consortium to lead IPDET will enable IPDET 2.0 to resume as early as in July 2018.** In FY18, IEG launched and successfully concluded the selection of a new partner to deliver IPDET 2.0 after the Carleton University announced in FY17 its decision to stop offering IPDET. The new delivery partner is a consortium of the Center for Evaluation (CEval), Germany, and the University of Bern, Switzerland. The consortium brings long standing roots in development evaluation training and strong faculty with on-the-ground experience. IPDET 2.0 will be kicked off this summer in Bern, Switzerland.
73. **IPDET was developed to fill a global need for short-term, intensive, executive-level training in development evaluation.** IPDET provides managers and practitioners with the generic tools required to evaluate development policies, programs and projects at the local, national, regional and global levels. IPDET is designed for development professionals who will or are conducting, managing or using evaluations, from government ministries or agencies in the developing world, development banks, the non-profit and foundation sectors, the United Nations system, as well as bilateral development agencies, universities, think tanks, and private sector consulting firms specializing in development evaluation. As all countries are required to evaluate their contribution to the achievement of the Sustainable Development Goals, IPDET will help fill in a need for strong capacities to conduct and commission high-quality evaluations.
74. **IPDET 2.0 will retain the unique, successful features of the original program** (strong community, strong faculty, strong content), while evolving to address new topics in evaluation, new modalities of learning and new forms of engagement with actors in the global south. In FY19 and 20, IEG will work closely with the new IPDET partners to launch and refine IPDET 2.0. The new curriculum will be tested during the first delivery in July 2018, and will be revised based on the lessons of that delivery. In addition, IEG will participate in the IPDET Steering Group and Advisory Committee; help revise the contract to represent the roles, rights, responsibilities of the consortium partners; and finalize the IPDET 2.0 strategy and vision beyond the 2018 delivery, including plans for regional partnerships.

CLEAR

75. **With the CLEAR multi-donor trust fund ending in 2021, IEG invested significant efforts in FY18 and will continue in FY19 to define and implement a post-2021 strategy.** It will continue to support the six CLEAR centers in their strategy and implementation, and facilitate the governance of the initiative through leading the CLEAR Council and Funding Committee, and coordinating the annual CLEAR Global Forum.

Use of Local Consultants

76. **In FY18, IEG exceeded its target for local consultants.** These targets were set in FY17 to foster opportunities for local consultants in evaluation. For FY18, IEG used 28 local consultants, representing 10.2 percent of consultants participating in evaluations, above the 9 percent target.

Table 3: Use of Local Consultants, Targets for FY19-21

Indicator	Baseline FY14-16	FY17 estimate	FY18 target	FY19 target	FY20 target
Number of local consultants	18	25	28	32	37
% total IEG consultants that are local	6%	8%	9%	10%	11%

V. Staffing and Budget

19. Human Resources

77. **IEG has continued to implement carefully its Strategic Staffing Plan.** Faced with a growing fixed cost ratio, IEG conducted in FY17 a strategic staffing exercise to optimize its staffing plans and align them with its budget and strategic directions. The goals were to:

- Ensure alignment of staffing resources with IEG’s business strategy and work program
- Ensure alignment of staffing resources with IEG’s budget
- Support skills renewal, and
- Enable a common view and a collaborative leadership team approach to drive staffing strategies.

78. **The Strategic Staffing Plan further states that IEG is committed to ensuring effective and efficient use of staff resources, and strong alignment of staffing levels and skills with IEG business directions.** IEG holds itself to strong standards of analysis, decision making, and transparency about resource use. The Strategic Staffing Plan includes staffing targets by departments and grade to be reached in FY20, that would ensure IEG’s overall fixed cost ratio falls from 74% in FY17 to 72% in FY20. The plan further ensures a reduction in IEG’s GH complement from 17% in FY17 to 15% in FY20.

79. **Progress towards meeting the Strategic Staffing Plan’s FY20 target is ongoing.** IEG’s management team monitors progress towards implementation of the Strategic Staffing Plan twice a year. Overall, progress is observed but slow, and risks are created by the fact that several staff have been moving to operational units on DAISs (and could return to IEG at the end of their DAISs).

80. **IEG has joined the Bank’s efforts to manage poorer performance.** In line with the efforts implemented in the Bank, IEG has taken specific measures to enhance the performance of staff in the lower percentiles in terms of performance.

81. **To enhance staff skills, IEG has continued to roll out its newly developed IEG Academy.** The IEG Academy, launched in June 2107, has, as of Q3 FY18, provided more than 250 IEG staff participations in courses especially designed or curated to support the skills required for IEG staff. The Academy also provided tools, job aids, and just-in-time coaching that allow staff to best apply new skills on the job. Among these, the custom-designed budget-management course delivered in Q2 FY18 has enabled IEG managers and TTLs to better plan and monitor IEG's resource allocations and expenses.
82. **IEG has also invested in foster greater diversity and inclusion among its staff.** To address issues highlighted by staff in the Staff Engagement Survey, IEG has organized a series of workshops on various dimensions of inclusion: unconscious biases, bullying, and cultural differences. Each workshop was informative and engaging. Going forward, IEG will be organizing training for women and men separately to allow space for gender-specific topics. In addition, we have spoken to all of the presenters about follow-up activities and training. Work has also started on developing behavioral norms in IEG. All these efforts are aimed at providing valuable insights into personal interactions to foster greater collaboration and work satisfaction in IEG.

20. Budget Proposal

83. **IEG is presenting a flat budget request in real terms.** To accomplish its FY19 work program, IEG requests a total of \$38.09 million World Bank Group budget to be approved by the Board and \$0.4 million to be financed by trust funds. In line with WBG practice, all figures in the following tables are presented in nominal terms. The requested budget is consistent with the flat budget framework in real terms. Excluding the institutionally mandated increase due to the revised benefit rates for IFC and price factor (see para 84), IEG's FY19 budget remains flat. The shares of contribution from each of the three institutions (World Bank, IFC, MIGA) remain broadly unchanged from prior years.
84. **The FY19 budget takes into account the changes in the application of institutional benefit rates for the IFC and the price factor.** Consistent with the change in administrative arrangements for the application of institutional benefit rates that was done in FY18 for the World Bank and MIGA, IFC will be changing its benefit rates from 50 percent of salaries to 70 percent in FY19. The cost and budget allocation for these are being devolved to vice-presidencies. IEG is expected to receive an additional \$0.5 million for this, which will be offset by higher staff costs. In addition, IEG will receive an inflation adjustment of \$0.7 million (\$0.5 million and \$0.2 million from the World Bank and IFC, respectively) in line with WBG practices.
85. **Expenditure Review targets have been reached. IEG completed the implementation of its expenditure review measures.** As a result, its budget decreased by a cumulative \$2.8 million by FY17. IEG management continues its commitment to manage its resources prudently and to achieve savings to finance necessary improvements.

Table 4: IEG Budget – WBG Institution Contributions, FY16–21

IEG Budget, WBG Institution Contributions (BB only), FY16–21						
	<i>at 50% benefit rate</i>		<i>at 70% benefit rate</i>			
	FY16	FY17	FY18	FY19	FY20	FY21
<i>(in nominal dollars)</i>	Budget \$m	Budget \$m	Budget \$m	Proposed \$m	Indicative \$m	Indicative \$m
WB Contribution	26.7	26.1	29.2	29.7	30.3	30.9
IFC Contribution	7.0	6.9	7.1	7.8	7.9	8.1
MIGA Contribution	0.6	0.6	0.7	0.7	0.7	0.7
Total IEG	34.3	33.6	36.9	38.1	38.9	39.6
Contribution as % of IEG Funding						
WB	78%	78%	79%	78%	78%	78%
IFC	20%	21%	19%	20%	20%	20%
MIGA	2%	2%	2%	2%	2%	2%
Total	100%	100%	100%	100%	100%	100%

1/ FY16 and FY17 budget number shown are actual budgets received and differs slightly from the numbers shown in FY17 budget document (FY16 shown as 34.0 and FY17 shown as 33.8).
2/ FY18 includes changes in benefit ratio from 50% to 70% for WB and MIGA - impact is about \$2.56 million.
3/ FY19 includes changes in benefit ratio from 50% to 70% for IFC - impact is about \$0.5 million.
4/ As in prior years, IEG's budget remains about 1% or below the Net Administrative BB Budget for all three institutions.

Table 5: Expenditure Trends by Expense Category, FY16–21

Expenditure Trends by Expense Category, FY16-21 (BB only)						
	<i>at 50% benefit rate</i>		<i>at 70% benefit rate</i>			
	FY16	FY17	FY18	FY19	FY20	FY21
<i>(in nominal dollars)</i>	Actual \$m	Actual \$m	Estimate \$m	Plan \$m	Indicative \$m	Indicative \$m
Fixed Costs						
Staff Salaries	13.7	14.6	15.2	15.2	14.8	15.0
Staff Benefits	7.0	7.4	9.7	10.4	10.4	10.6
Communications and IT	1.2	1.4	1.2	1.4	1.4	1.4
Equipment and Buildings	1.7	1.6	1.5	1.6	1.6	1.6
Total Fixed Costs	23.6	25.1	27.6	28.6	28.2	28.6
Variable Costs						
Consultants and Temps	7.2	7.4	7.2	7.2	7.5	7.6
Travel Costs	1.6	1.1	1.1	1.1	1.5	1.6
Representation and Hospitality	0.0	0.0	0.0	0.0	0.0	0.0
Contractual Services	1.1	0.5	0.5	0.6	1.0	1.0
Other Expenses	0.5	0.5	0.5	0.5	0.7	0.7
Total Variable Costs	10.5	9.5	9.3	9.4	10.7	11.0
Total Expenses	34.1	34.6	36.9	38.1	38.9	39.6

1/ FY18-21 Staff Salary is adjusted upward for inflation, however, downward to draw savings from changes in staffing plans. Similarly, FY18-21 Staff Benefits are adjusted upward to reflect changes in benefit rate.
2/ Equipment and Buildings and IT costs are included for IEG reorganization move in FY16 and move to new office space in FY18/FY19.

SPENDING TRENDS

86. **In line with earlier decisions, IEG is continuing to foster greater learning in the WBG and this is reflected in its work program and FY19 budget.** It will i) continue to fund Learning Engagements for \$0.75 million, ii) continue to conduct Meso Evaluations after a successful pilot in FY18 with an allocation of \$0.9 million, and iii) maintain allocations for knowledge and communications at 15 percent of the total.
87. **IEG will continue to increase efficiency.** The trend of allocating more resources to learning will continue to be achieved through a reduction in budget allocations for Major Evaluations as IEG continues to exercise cost control on these. IEG continues to avoid an increase in the budget share of Major Evaluations in FY19–21. It is expected that improvements in budget management, methodology, staff training, and IT support to evaluations will lead to efficiency gains.
88. **Allocations and spending on all product lines have been controlled at similar levels as in FY18.** The spending plans for outer-years will be revised pending further analysis and discussions about the scope for streamlining of the ICRR and CLR validation process (which would reduce costs) based on the planned ICR reform in FY18. With most budget lines, the dynamics is driven solely by the change in benefit ratio and price factor.

TRUST FUNDS

89. **IEG expects to disburse \$0.4 million of trust funds in FY19,** including: i) \$0.3 million from the multi-donor trust fund to support IEG's evaluation capacity development program, including the CLEAR secretariat; and ii) \$0.1 million from the Japan Policy and Human Resource Development grant which will close in early FY19.

CAPITAL BUDGET

90. **IEG will move to new premises in early FY19 and will adopt open office spaces for all its staff, to optimize efficiency in the use of space and foster greater collaboration and innovation.** Capital budget expenditures to defray infrastructure costs for additional meeting rooms and IT enhancements will be incurred, and IEG will depreciate these costs over the expected life of the improvements. It is anticipated that the capital improvement expenditures will be about \$0.4 million.

Table 6: Summary of Sources and Uses, FY16–21

Summary of Sources and Uses, FY16–21 (all sources of funds)						
	<i>at 50% benefit rate</i>		<i>at 70% benefit rate</i>			
<i>(in nominal dollars)</i>	FY16	FY17	FY18	FY19	FY20	FY21
	Actual	Actual	Estimate	Proposed	Indicative	Indicative
	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m
Sources						
Total Budget	35.7	36.4	39.8	38.1	38.9	39.6
Expenditure Review Savings	(1.7)	(2.8)	(2.9)			
Total Trust Fund & EFOs	1.7	0.8	0.6	0.4	0.3	0.3
Total Sources	35.7	34.4	37.5	38.5	39.2	39.9
Uses						
Thematic and Sector Evaluations	4.5	7.2	6.9	7.0	7.1	7.3
Country-Focused Evaluations (incl. CPEs)	1.8	0.9	1.5	1.5	1.6	1.6
Corporate and Process Evaluations (incl. RAPs)	2.3	1.7	1.9	1.9	2.0	2.0
Meso Evaluations <i>(pilot)</i> ^{2/}	0.0	0.0	0.9	0.9	1.0	1.0
Project Performance Assessments (PPARs)	2.1	2.3	2.6	2.7	2.7	2.8
Validation Products	5.1	5.2	5.2	5.3	5.5	5.6
Learning Products and Services <i>(discontinued)</i>	1.5	0.0	0.0	0.0	0.0	0.0
Learning Engagements	0.0	0.9	0.8	0.8	0.9	0.9
<i>Other Evaluations (discontinued)</i>	0.7	0.0	0.0	0.0	0.0	0.0
Knowledge and Communications	5.8	5.9	5.7	5.9	6.0	6.1
Evaluation Capacity Development	1.4	1.4	1.9	1.9	2.0	2.0
Sustaining ^{3/}	5.4	5.3	5.5	5.5	5.6	5.7
Indirects ^{4/}	5.2	5.0	4.6	4.7	4.8	4.9
Total uses	35.8	35.9	37.5	38.1	39.2	39.9
Proportion of spending on:						
<i>Thematic and Sector Evaluations</i>	13%	20%	18%	18%	18%	18%
<i>Country-Focused Evaluations (incl. CPEs)</i>	5%	2%	4%	4%	4%	4%
<i>Corporate and Process Evaluations (incl. RAPs)</i>	6%	5%	5%	5%	5%	5%
<i>Meso Evaluations</i>	0%	0%	2%	2%	3%	3%
<i>PPARs</i>	6%	6%	7%	7%	7%	7%
<i>Validation Products</i>	14%	15%	14%	14%	14%	14%
<i>Learning Products and Services</i>	4%	0%	0%	0%	0%	0%
<i>Learning Engagements</i>	0%	2%	2%	2%	2%	2%
<i>Other Evaluations</i>	2%	0%	0%	0%	0%	0%
<i>Knowledge and Communications</i>	16%	16%	15%	15%	15%	15%
<i>Evaluation Capacity Development</i>	4%	4%	5%	5%	5%	5%
<i>Sustaining</i>	15%	15%	15%	14%	14%	14%
<i>Indirect Costs</i>	15%	14%	12%	12%	12%	12%
1/ Excluding the impact of revised benefit rate and increase in the number of Major Evaluations (FY19-20), the trend of spend on Major Evaluation is capped at \$1 million over 8 evaluations each year.						
2/ Meso allocation: In FY18, the funding came from reallocation of Major Evaluations. To be continued in FY19, meso evaluations are funded from expected efficiency gains in other budget lines, especially major evaluations.						
3/ Sustaining costs represents management salaries and travel, and costs of ACS and RM staff.						
4/ Indirects relates to cost of office space and equipment, information technology and communications.						

21. Accountability Framework

91. **IEG adheres to WBG budget rules and procedures.** IEG is subject to Controller’s Quality Assurance reviews of selected expenses and has consistently received favorable ratings on adherence to budget rules, procedures, and policies. IEG’s control environment continues to be ranked as one of the strongest in its peer group. Likewise, IEG’s budget is subject to regular external audits just like the World Bank, IFC, and MIGA.
92. **An independent budget review was conducted in FY16, which concluded that IEG’s budget formulation and management is broadly satisfactory.** Following Board approval, CODE commissions an independent review of IEG’s budget every two to three years to validate the adequacy of its annual budget proposal and its consistency with overall WBG budgetary principles. Accordingly, a FY16 independent review concluded that *IEG’s budget formulation and management is broadly satisfactory*. Since then, the main changes in work programming and budget practices, expenditure and outputs, have been the following improvements:
- Introduction of a results framework, a “gap” analysis and a selectivity framework, and three strategic engagement areas;
 - Introduction of a quarterly review of business performance with departmental management teams;
 - Reduction of cost overruns on Major Evaluations through strengthened oversight of task management;
 - Achievement of the cost savings targets set out in IEG’s Expenditure Review; and
 - Implementation of a Strategic Staffing Plan with fixed cost ratio and headcount caps.
93. **IEG has implemented recommendations to reduce bunching, improve costing and monitoring of deliverables, and introduce stronger tracking of expenditures against plans.** In addition to real-time technical tracking of milestones, IEG management continues to conduct Quarterly Business Reviews.
94. **Budget management has significantly improved.** IEG management continues to implement measures in response to the budget review to strengthen budget management, including through Monthly Management Reports and departmental dashboards:
- Greater realism in developing robust budgets in Approach Papers;
 - Stronger budget discipline among task team leads, adhering to task budgets, and prioritizing individual components;
 - Systematic monitoring by task team leads and managers of actual costs against Approach Paper and evaluation budgets;
 - Closer focus by task team leads and managers on managing elapsed time, and staff and consultant costs, between the Approach Paper and Final Report Review Meetings;
 - Regular IEG leadership team oversight of elapsed time and costs, and more proactive decisions on corrective actions, where needed; and
 - Training of task team leads and other staff on budget management.

Appendix A: FY16-18 Retrospective

Achieving the Twin Goals – What works and Why? (Objective 1)

INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH

95. **Inclusive and Sustainable Growth is at the cornerstone of development, generating the resources for development, providing pathways out of poverty, and improving living standards for all.** IEG has analyzed the WBG’s work under many relevant factors central to addressing the challenge of inclusive and sustainable growth, including: ending poverty, boosting shared prosperity, promoting financial inclusion, supporting SMEs, creating jobs and enhancing competitiveness, implementing investment climate reforms, facilitating trade, implementing PPPs, supporting the non-farm rural economy, and addressing forced displacements. IEG will produce a Synthesis for the WBG Annual Meetings in October 2018.
96. **In view of the centrality of the twin goals as set out in the 2013 Strategy and reaffirmed in the Forward Look, IEG undertook two complementary evaluations on the operationalization of the Twin Goals.** The *Poverty Focus of Country Programs* (FY15) and *WBG Support to Shared Prosperity* (FY17) evaluations shed light on how well the WBG’s activities are already aligned with the goals, and where adjustments are needed. The findings of both evaluations showed that the WBG has long-standing experience in poverty reduction and in addressing distributional issues (even before the adoption of the Shared Prosperity goal), but that analytical work and data remain critical, and that there remains a gap between intentions and the full incorporation of the twin goals in WBG operations. The FY17 evaluation on the *Rural Non-Farm Economy*, which assessed the WBG’s effectiveness in contributing to the creation of sustainable income-generating opportunities for the rural poor, also found that there is a gap between poverty and growth-oriented approaches. Systematic Country Diagnostics (SCDs) are playing an important role in informing the Country Partnership Frameworks (CPFs). However, translating analytics into strategic choices and operational realities has been inconsistent and challenging. Moreover, there has been a decline in funding for more focused and deeper analytical work on the drivers of poverty and shared prosperity; and this could ultimately erode the analytical basis of SCDs and CPFs. Likewise, clear theories of change that explain how a WBG intervention would help achieve the twin goals are often not articulated clearly in CPFs or projects, nor supported with relevant results or monitoring frameworks. The evaluations suggest that deliberate efforts will be required to ensure that WBG staff have the necessary data and skills needed to effectively incorporate and monitor the twin goals in the result chains of strategies and projects.
97. **As the quality of the public sector—e.g. transparency, accountability, efficiency in service delivery—is an important contributor to long-term growth and poverty reduction, IEG has conducted several evaluations on this issue.** Sound financial management, an efficient civil service, efficient and fair collection of taxes, and transparent operations that are relatively free of corruption all contribute to good delivery of public services and foster private sector competitiveness. IEG’s recent work has addressed dimensions of public sector capacity to create conditions for inclusive and sustainable growth. In FY17, an IEG Learning Engagement (LE) note reviewed *WBG Support to Tax Policy and Administration Reform* over FY2005-15. The note found that while some success was achieved in increasing revenue through support

for tax administration reform, the extent of support for tax policy reforms was much more limited. Moreover, while synergies between development policy operations and technical assistance projects were observed in some countries, very little analytical or diagnostic work was conducted to inform operation design in these areas. Another IEG FY17 LE reviewed the evidence on *Lessons from Reforming Financial Management Information Systems (FMIS)*. The corresponding report identified practical and operational issues that may arise during design, procurement, and implementation of FMIS systems and summarize lessons on what has worked.

98. **Several FY19 evaluations will continue building the knowledge base of the WBG on public sector effectiveness.** The FY19 *Public Finance for Development* evaluation will generate further insight and inform future efforts to help enhance the WBG's contributions to boosting the role of public institutions, public finance and public policies in stimulating and supporting economic growth that is inclusive and less volatile in client countries. The *Decentralization and Effectiveness of Sub-National Governments* (FY19) and institutional capacity strengthening (FY21) will seek to provide insights on what it takes for the public sector – both at the national and sub-national levels -- to effectively and efficiently provide better services, especially to the poor, and will thus be a source of evaluative knowledge on the linkage between institutional arrangements and capacity on the one hand and opportunity and economic growth for all on the other hand. The proposed evaluation on *Corruption* (FY21) will assess how effectively the WBG has supported clients in identifying effective steps to fight corruption, strengthening authorizing environments and incentives to mitigate the impact of corruption on their development outcomes and prospects.
99. **The FY19 report on Results and Performance of the WBG will have Inclusive Growth as its special theme.** The RAP will assess how the WBG has included dimensions of inclusive growth in its portfolio and country engagement model and how effectively it has pursued inclusive growth objectives in its results frameworks over the past few years.
100. **Some planned evaluations will continue building knowledge on inclusive and sustainable growth,** including a programmatic series of evaluations in FY20 and FY21 on managing economic transformations that will seek to understand how the WBG has helped countries sustaining growth, as well as evaluations on *Trade Facilitation*, and on *Regional Integration*.

INVESTING IN PEOPLE

101. **The WBG has indicated a renewed interest in stepping up support to client countries in building their human capital; some of IEG's recent evaluations can contribute to this effort** as they provide an opportunity to learn from past involvement in related areas. In FY17, IEG delivered a major evaluation on *Higher Education*, which provided insights on the WBG's contribution to broader issues of governance, quality, employability and equity in higher education in the increasingly complex higher education landscape. The FY18 *Health Services* evaluation provided recent insights in the WBG effectiveness in supporting the drivers of universal health services in all client segments, and in taking advantage of synergies within the WBG and with global partners. The FY18 *Mobile Metropolises: Urban Transport Matters* evaluation focused on how the WBG contributed to government and private sector activities

in producing developmentally significant urban transport outcomes and impacts, focusing on the areas of mobility for all, sustained service delivery, and institutional development. The FY18 *A Thirst for Change* evaluation on *Water Supply and Sanitation* provided insights into the effectiveness of the WBG in supporting client countries' efforts to improve access to adequate, reliable, and sustained water and sanitation services, and how well the WBG is equipped to support the countries in moving toward sustained water and sanitation for all, with focus on the poor and in keeping with SDG 6. Similarly, the ongoing evaluation on *Forced Displacement* (FY18) assesses the WBG's role and effectiveness in contributing to services delivery and human capital among people forcibly displaced by wars and crises.

102. **Some planned evaluations in FY19-21 are essential to further understand and enhance the WBG's support to investing in people.** These evaluations include Meso Evaluations on *Education Quality* (FY19) and *Shaping Social Contracts* (FY19); and Major Evaluations on *Demographics and Population Issues* (FY20); *Institutional Capacity Strengthening* (FY21); and *Malnutrition and Stunting* (FY21). These evaluations will provide further insights on the WBG's support to client countries to respond to their specific demographic challenges and opportunities, address the multiple causes of malnutrition, and design and implement interventions that "make schools work for learners": all critical drivers of human capital development. They will also provide a useful perspective on the WBG's work to strengthen clients' capacity for policy and program design, implementation, and monitoring, including in human development sectors, as well as providing initial insights on the degree to which the WBG is paying attention to issues related to social contracts in client countries.

103. **IEG has developed methodological frameworks to systematically assess aspects of service delivery outcomes and their impacts on behavior change.** These frameworks were applied to the *Urban Transport*, and *Water and Sanitation*, evaluations in FY17 and the *Health Services* evaluation in FY18. Together with older evaluations focused on services delivery, namely *Access to Electricity*, *Inclusive Finance*, *Micro-Finance in Africa*, *Health Finance*, and *Early Childhood Development*, IEG has a relatively comprehensive set of insights into service delivery to the poor. To date, IEG has shared widely within the WBG the methodological frameworks for service delivery and behavior change through collaboration with relevant operational groups, and brown bag lunches, RMES sessions, policy notes, and blogs. Also, community of practice platforms and operational portals are helping to socialize and make this set of evaluations easily accessible and applicable to the work of operational staff.

FOSTERING RESILIENCE TO GLOBAL SHOCKS AND RISKS

104. **IEG's FY17 Synthesis on resilience brought together findings from evaluations or learning products dealing with the WBG's responses to systemic shocks.** The topic of resilience has gained prominence in the development agenda and many of the SDGs relate to resilience. IEG's report noted that the WBG generally uses its support in response to shocks to help build resilience in the medium and long term, and identified the following lessons: preparedness is essential; in any crises situation, it is essential to have the right instruments at hand and deploy them flexibly; global partnerships are crucial; and local ownership of crisis response is essential for effectiveness.

105. **The special theme of IEG’s annual flagship report on the WBG’s results and performance (RAP17) was Environmental Sustainability.** The report concluded that the WBG’s has somewhat increased the share of project components with potential for generating environmental sustainability benefits while noting that there is room to enhance the measurement of environmental benefits.
106. **Several Major Evaluations have also addressed important resilience issues.** The FY18 evaluation on pollution, *Towards a Clean World for All* has highlighted that despite increasing pollution levels in many WBG client countries, the institution’s pollution management portfolio has shrunk in relative terms, with the bulk of the environmental portfolio being devoted to climate change. The FY18 evaluation *Cool Markets for GHG Emission Reduction in a Warming World* is assessing the role and contributions of the WBG in carbon finance in relation to the needs and priorities of its clients and its potential comparative advantages and draw lessons to inform the WBG’s strategic directions in carbon finance. The FY19 evaluation on *Renewable Energy* is expected to obtain evidence-based findings on the performance of the WBG as it helps clients integrate renewable energy in their overall power generation mix to meet energy and environment needs. The FY19 evaluation on *Urban Resilience* will focus on how well the WBG is helping clients to build urban resilience, i.e., to cope, recover, adapt and transform in the face of acute shocks and chronic stress. The proposed evaluation on *Macro-financial stability and crisis preparedness* (FY20) will consider how well the WBG is helping countries build sound macro-economic and financial systems and prepare for shocks while enhancing their financial systems’ ability to play their intermediation role and support economic growth.
107. **IEG also undertook a series of LEs on resilience issues.** Developing Resilience-Building Results Frameworks and Indicators: Sharing Lessons from IEG’s Evaluative Evidence in Sustainable Development was delivered through a series of workshops and toolkits, in collaboration with the Sustainable Development VPU. The Climate and Disaster Risk Screening LE supported just-in-time insights on how the screening process for climate and disaster risks is being rolled out, to inform the potential extension of the screening requirement under IDA18 to IBRD countries.

Providing Real-Time Feedback on WBG Priorities and Reforms (Objective 2)

ASSISTING ALL CLIENT SEGMENTS

108. **IEG has built over the last four years’ substantial knowledge on what works to render country strategies effective in various client segments.** The Cluster CPEs on *Resource-Rich Countries* (FY15) and on the *WBG Engagement in Small States* (FY16) aimed to help the WBG realize opportunities to promote south-south learning across clients that face similar challenges. The FY16 evaluation on *Fragile Situations in Non-FCS Countries* showed the important role that the Bank can play in middle income countries facing fragility. It complemented the findings and lessons of IEG’s earlier evaluation of the *WBG’s support to FCS countries* delivered in FY14. In FY17, IEG produced a synthesis report on the *WBG’s Engagement in Upper Middle-Income Countries*. The report showed that the WBG engagement with UMICs remains highly relevant, both from the perspective of helping those countries address their specific development challenges, and by having a demonstration effect

for other, lower income WBG clients. However, and despite the high potential impact of South-South knowledge transfers within and across WBG client countries, especially from UMICs to lower income countries, the WBG is yet to find more effective mechanisms for its facilitation. In addition, the FY18 Major Evaluation on *IFC's Client Engagement Model* brought light on the effectiveness of the current IFC model to engage clients. This body of work illustrates how the Forward Look's plan of working in all client segments can be informed by past experiences.

LEADING ON GLOBAL AND REGIONAL ISSUES

109. **IEG continues to integrate the review of partnerships into its major thematic and sector evaluations.** The following recent evaluations reviewed partnerships program in which the WBG participates or leads: the evaluation of *the Rural Non-Farm Economy*; the *Water Supply and Sanitation*; *Urban Transport*; the *Data for Development*; and *Health Services*. These evaluations found that the WBG has played a key role in stimulating and managing partnerships, while encouraging a more selective and strategic approach in deciding where the WBG can have the greatest impact. For instance, the *Data for Development* evaluation called on the WBG to step up its efforts to encourage client countries to more broadly share and systematically use data for policy-making and for program design and monitoring. The evaluation also raised concerns over the funding model for data support at the global level.
110. **In FY19/20, two evaluations will assess the WBG's leading role on global issues.** First, the FY19 evaluation on the *WBG's Convening Power in a Changing Development Landscape* will help understand the drivers of WBG's effectiveness and strategic role and leadership in areas requiring collective action at the global level. Second, the evaluation on *Development in the Digital Era* (FY20) will help assess how effectively the WBG has supported technological adoption or adaptation in client countries and private companies, and how the WBG is adapting to be able to better help clients reap the benefits of digital dividends.

IMPROVING THE WORLD BANK GROUP BUSINESS MODEL

111. **IEG has done considerable work to support the WBG's aspiration to be a Better Bank.** To be effective, learning from experience, course corrections, and adaptation are essential for the WBG. To contribute to this objective, IEG has conducted many evaluations that assessed the effectiveness of internal instruments, processes or initiatives of the WBG, to enable early course-corrections where needed to enhance the overall impact expected from these instruments, processes or initiatives. For example, in FY17, IEG conducted of an evaluation of the early implementation of the *SCD/CPF Country Engagement Model* as well as the early evaluation of the *Program for Results Instrument*. Earlier, IEG had conducted a number of evaluations aimed at improving the WBG's management for results (M4R) including evaluations of the *WBG Impact Evaluations, Learning and Results, Self-Evaluation Systems*, and the *Results and Performance of the World Bank Group* (RAP) 2016, of which the special theme was M4R at the WBG. IEG also did a learning product on *Transformational Engagements* to determine the drivers and conditions that enable WBG interventions to be transformational. These evaluations highlighted progress and key weaknesses as well as constraints in the WBG's approach to results and made suggestions that could help the WBG overcome these challenges. Furthermore, IEG's recent evaluation on *Engaging Citizens* assesses the implementation of WBG's commitments to mainstreaming citizen engagement in

its country and client engagements and finds that the WBG's approach needs to go beyond mainstreaming to emphasize depth and quality of citizens engagement tools and mechanisms to enhance their development effectiveness.

112. **Several IEG forthcoming evaluations will provide further insights to enhance the WBG's internal effectiveness.** The FY19 evaluations on *Knowledge Flow and Collaboration* will inform future steps to support the World Bank's effectiveness in delivering development solutions to clients. The proposed Meso Evaluation on *Shaping Social Contracts* will assess whether and how the WBG incorporates social contract considerations in its country engagement and, where relevant, how the WBG designs its support to the strengthening of social contracts. The proposed FY21 evaluation of the *WBG Agility, Adaptability, and Responsiveness in a Changing World* will assess how effectively the WBG is able to respond to changing conditions and demands from clients and shareholders.
113. **Finally, IEG has completed a large set of LEs with various units in the WBG to enhance their development effectiveness.** Among these, IEG has worked with the Water GP to identify best practices for defining institutional indicators for the GP, with the Environment GP to identify efficiency analysis drivers, and with the Agriculture GP to develop suitable M&E frameworks. *Learning from Failure* is another engagement undertaken with GP SURR to draw lessons from unsatisfactory operations. Successful work has also been done with IFC to identify the causes of their declining outcome results and identify corrective actions. A series of clinics for TTLs are also being held to disseminate the findings of learning engagements, and IEG's knowledge on M&E frameworks and on Theories of Change.

MOBILIZATION: SCALING UP FINANCE FOR DEVELOPMENT

114. **Several recent evaluations focus on WBG activities to create or strengthen markets to make them more inclusive and resilient.** Recent relevant evaluations include: *Investment Climate, Financial Inclusion, SMEs, Innovation and Entrepreneurship, Competitiveness and Jobs*, and *PPPs*. A FY19 evaluation will focus on reviewing where the WBG has been successful in *Creating Markets* per se. These evaluations highlight i) the challenges in improving access and inclusion in a financially viable and sustainable way; and ii) the need to foster innovation both at the client and WBG levels to achieve transformational change.
115. **Other evaluations focus on the issue of mobilizing finance for development,** including evaluations on *Trade Finance, Capital Market Development*, and *The IFC's Asset Management Company*. These evaluations highlight the high relevance of WBG initiatives and efforts to mobilize finance for development, the challenges in complementing mobilized private sector capital with investable business opportunities that promote inclusive and sustainable growth, and the opportunities for greater synergies between Bank, IFC and MIGA efforts.

Table 7: IEG Work Program from FY13-18

Business Line	FY13	FY14	FY15	FY16	FY17	FY18
MAJOR EVALUATIONS						
Thematic and Sector Evaluations	<ol style="list-style-type: none"> Global Food Crisis IFC Trade Finance Innovation and Entrepreneurship Managing Forest Resources Sustainable Transport Infrastructure Adapting to Climate Change 	<ol style="list-style-type: none"> Investment Climate Reform PPP Reform of Health Systems Support for SMEs 	<ol style="list-style-type: none"> Ending Poverty Financial Inclusion Electricity Access Early Child Development 	<ol style="list-style-type: none"> Capital Market Development Jobs and Competitiveness 	<ol style="list-style-type: none"> Higher Education Shared Prosperity in Country Programs Rural Non-Farm Economy Water Supply and Sanitation Urban Transport Services 	<ol style="list-style-type: none"> Pollution Essential Health Care Services Carbon Finance Forced Displacement Facilitating Trade
Corporate and Process Evaluations	<ol style="list-style-type: none"> Biennial Report on Operations Evaluation (BROE) 	<ol style="list-style-type: none"> Procurement Learning and Results in WB Operations 	<ol style="list-style-type: none"> Learning and Results in WB Operations – Phase 2 	<ol style="list-style-type: none"> Review of P4R Assessment of WBG’s Self-Evaluation Systems (ROSES) 	<ol style="list-style-type: none"> Data and Knowledge for Development Process Evaluation of SCD/CPFs 	<ol style="list-style-type: none"> Engaging Citizens IFC Client Engagement Model
Country-Focused Evaluations	<ol style="list-style-type: none"> Knowledge Based Country Programs CPE on Afghanistan 	<ol style="list-style-type: none"> WBG Support to FCS CPE on Tunisia CPE on Brazil 	<ol style="list-style-type: none"> Clustered CPE on Resource-Rich Countries (<i>4 country reports plus synthesis report</i>) 	<ol style="list-style-type: none"> Fragile Situations in Non-FCS Countries Clustered CPE on Small States (<i>4 country reports plus synthesis report</i>) 		<ol style="list-style-type: none"> CPE on Rwanda CPE on Mexico
Results and Performance Report	10.RAP 2012	10.RAP 2013: Risk and Results	7. RAP 2014: Achieving the MDGs	7. RAP 2015: Gender Equality	8. RAP 2016: Managing for Results	10.RAP 2017: Environmental Sustainability
LEARNING						

Business Line	FY13	FY14	FY15	FY16	FY17	FY18
Learning Products, Synthesis Notes, Learning Engagements	<ul style="list-style-type: none"> • Infrastructure • Environmental & Social Effects 	<ul style="list-style-type: none"> • Road Safety • Avian Flu • Climate Change Summary Report • PPPs • Advisory Services • Lines of Credit in Financing • Good Practice Notes on CPS: Self-Evaluation and Results Framework, Selectivity, IFC in CPS • Lessons Learned from Global Partnerships • Country Synthesis Notes • Good Practice Notes for Sectoral Results Frameworks 	<ul style="list-style-type: none"> • DPO: Environment and Social Risk Management • Opportunities and Challenges from Working in Partnerships • Bank-IFC Cooperation at the Country Strategy Level • Selectivity in Country Strategies • Results Frameworks in Country Strategies • Additional Financing Instrument • Renewable Energy • Microfinance in Africa • Manufacturing • IFC Additionality • DPO: Public Expenditure • DPO: Macro Fiscal Framework • DPO: Results Framework and Conditionality • Evaluation Lessons for SDGs Synthesis Note 	<ul style="list-style-type: none"> • Maximizing Development Impact in IDA • WBG Transformational Engagements • Financial Sustainability of Electricity Sector • Land Administration • DPO: Political Economy Analysis • DPO: Environment • Policy Lending • Housing Finance • Lessons in IFC 	<p>9 IEG Learning Engagements</p> <ul style="list-style-type: none"> • Health PPP Synthesis Note • Building Resilience Synthesis Note • WBG Engagement in UMICs Synthesis Note • Lessons from Joint WBG Projects* • Domestic Resource Mobilization in WBG Instruments* • Gender Impacts of CDD* • Off-Grid Electricity* • Policy Based Guarantees* 	<p>17 IEG Learning Engagements</p>

*These IEG Learning Products were spillovers from FY16. Learning Products were replaced by Learning Engagements in FY17.

Appendix B: Selectivity Methodology

Introduction

116. **IEG’s work program development process is conducted on a yearly basis to identify the most critical evaluation topics for the coming work program cycle.** This process generates on average ten to fifteen new evaluation topics that are subsequently addressed in Major or Meso Evaluations. These topics are often aligned with strategic priorities of the WBG and the main development challenges affecting its clients. The work program document is presented to the WBG Board of Directors each year.
117. **The current work program development process is built on the following elements:**
- ***Analysis of current events and WBG strategic priorities.*** The objective of this exercise is to understand the development challenges that are likely to be most important in the world over the work program period, as well as the strategic priorities of the WBG over that period of time. It is carried out in advance of stakeholder consultations to ensure that conversations are informed by current events.
 - ***Analysis of the portfolio to identify gaps and opportunities (Gap Analysis):*** this process maps IEG evaluations against the WBG portfolio of recently delivered and pipeline activities to identify areas of engagement that may be subject to evaluation. At the same time, it identifies gaps in evaluation coverage (over a certain time period) that may be addressed through evaluation.
 - ***Consultations and deliberations within IEG:*** this process varies by department and has changed over the years. It can include activities such as departmental brainstorm (or breakout) sessions, submissions of written researched proposals by staff to IEG management, five-minute “lighting talks”, or a combination of several such activities. This process targets IEG staff and selected consultants.
 - ***Consultations with external stakeholders:*** this concerns a broad consultation process supported by a semi-structured interview protocol to collect interviewee perspectives on the demand for potential evaluation topics of strategic or operational interest. The process targets WBG stakeholders external to IEG – i.e. the WBG Board of Directors, WBG Senior Leadership, and subject matter experts – and selected external partners such as influential think tanks, NGOs, and academics.
118. **The current process yields valuable insights but additional guidance and structure will help** to improve the strategic and utilization value of the evaluation portfolio as well as increase the overall clarity and transparency of the process. Some of the weaknesses in the current process include a lack of structure to the overall process and limited guidance on internal and external consultations (e.g. the criteria that should inform the selection of topics for evaluation). The purpose of this note is to address these shortcomings and present an updated guidance framework for the work program development process.

Guidance on work program development

119. **The overall updated framework for work program development remains fairly similar to the current one but with some important adjustments. It continues to apply to Major and Meso Evaluations.** The element of Current Events Analysis, which was previously done in a more implicit manner, is formalized. Moreover, additional guidance is provided on the existing three elements (external consultations, internal consultations, gap analysis). Finally, the structure of the assessment matrix used to summarize findings is strengthened. The proposed elements of the updated framework are described below.

Gap Analysis

120. **The objective of the gap analysis is to identify gaps in evaluation coverage** (of WBG areas of work) by mapping IEG Major and Meso Evaluation topics against the WBG portfolio of recent and pipeline projects. This analysis will be undertaken every three years given the gradual evolution of the WBG portfolio and to take into consideration the delivery schedule of IEG Major and Meso Evaluations. It includes the following aspects:

- Identification of WBG project trends through the analysis of a dataset of WBG approved (e.g. in the previous ten years) and pipeline projects using relevant WBG meta-data (e.g. industry, sector, and theme codes).
- Analysis of the topics and scope of IEG Major and Meso Evaluations (conducted over a given time period) through the analysis of a periodically updated IEG database.
- Identification of gaps through combining the previous two datasets.

Analysis of current events

121. **The objective of this exercise is to develop a concise synthesis of key current events in the field of development (finance) on a yearly basis.** It is carried out in advance of stakeholder consultations to ensure that conversations are informed by current events. It focuses on understanding both the main development challenges the world will be facing during the work program period and the main strategic priorities of the WBG. It will include the following aspects:

- A quick scan of a limited number of authoritative sources (e.g. think tanks, development research institutions) to identify the most important development (finance) topics in the public arena.
- A scan of relevant WBG documents (e.g., regional and sectorial strategic updates, chief economist research pipeline, WBG strategy and reform documents)
- A quick scan of upcoming major events in the field of development (finance) in the next three years (subject to existing information). For efficiency purposes, this exercise is combined with a scan for outreach events relevant to recent evaluations. Examples include

WBG conferences and/or learning weeks, UN/OECD/WEF assemblies, conferences, or forums.

External stakeholder consultations

122. **To identify topics that are strategically important and of high priority to potential evaluation audiences, IEG carries out yearly consultations with key stakeholder groups.** Such stakeholder groups include: WBG Board of Directors, WBG Senior Management, WBG subject matter experts, and select external subject matter experts (e.g. from think tanks, NGOs, academia).

123. **Consultations are guided by semi-structured interview templates to ensure a minimum degree of standardization and triangulation, even though variation across consultations may occur for multiple reasons.** The templates may include (but are not necessary limited to) the following elements for conversation: main trends in a particular area of work, region, corporate process, strategy (etc.); main strategic and/or operational concerns and priorities; knowledge gaps and learning needs; potential (concrete) uses of an evaluation; potential stakeholder involvement/participation in an evaluation; other considerations of evaluability (e.g. nature of the project portfolio, data availability).

Consultations and deliberations within IEG

124. **IEG leadership engages with staff to identify evaluation topics that IEG staff see as potentially important (according to certain criteria).** Given the staff's experience of interacting with WBG staff, their knowledge of past evaluations and related areas of work and their experience analyzing portfolio trends, IEG staff are well-placed to contribute to the identification of relevant evaluation topics.

- To incorporate the perspective of IEG evaluators into the work program development process, IEG conducts a number of internal consultations, guided by the following principles:
- Discussions and deliberations take place at the levels of units (optional; coordinated by managers), departments (coordinated by directors), thematic areas (optional; coordinated by thematic focal points).
- Discussions and deliberations are guided by the same criteria as external consultations (see paragraph 8), with slight modifications (i.e. IEG's informed perspective of strategic interest instead of interest expressed by stakeholder; stronger emphasis on evaluability considerations).

Overall assessment and selection of evaluation topics for work program inclusion

125. **The above-mentioned elements generate a tentative list of evaluation topics and evaluability considerations which are summarized in an assessment matrix.** For each of the proposed topics the matrix captures information (in the form of succinct narratives or bullet points) on the following variables:

- Topic name
- Gap analysis considerations
- Topic identified by: IEG/WB/IFC/MIGA (plus details on GP, CCSA, etc.)

- Relevance in light of current debates and trends inside and outside the WBG
- Main target audience and expressed interest
- Knowledge gaps and learning potential (to the extent known)
- Timeliness
- Type of evaluation (major sectoral/thematic, major corporate, meso)
- Institutional coverage (WBG, WB, IFC, MIGA)
- Evaluability considerations.

126. **The Front Office prepares a first version of the overall summary matrix and shares it with staff for feedback and discussions at unit/department/VPU level.** The summary matrix is then finalized and provides the basis for final deliberations on the work program by IEG management.

Additional considerations

127. **Apart from the identification of evaluation topics, additional considerations are taken into consideration at the level of the overall work program:**

- The balance between major, meso and country program evaluations (in consultation with CODE)
- The balance between sectoral/thematic and corporate (major) evaluations
- The balance between WBG-wide versus institution-specific (WB, IFC, MIGA) evaluations.

128. **IEG endeavors to ensure adequate and balanced institutional coverage of evaluations.** In general, pending demand side and other evaluability considerations, IEG tends to include at least one Major or Meso Evaluation exclusively or largely focused on the IFC and at least one Major Evaluation of a corporate process /theme in its annual work program. IEG also endeavors to include a MIGA-specific Major or Meso Evaluation at least every three years.

129. **Major and Meso Evaluations (as well as country program evaluations) build on evidence presented in WBG self-evaluation reports (validated by IEG) as well as PPARs.** The latter are often strategically planned to feed into relevant major (and meso) evaluations.

Appendix C: IEG – IAD Coordination

130. **IAD and IEG have engaged in early discussions in coming up with the FY19-21 work program.** Below are engagements on which IEG and IAD will collaborate, and leverage each other's work to increase synergies. In general, IAD's engagements focus on key processes and controls that management have outlined in achievement of its objectives. It is inward focused and reviews internal processes and arrangements that management have put in place. IEG by contrast focuses on assessing the effectiveness of results and the impact of development operations, which is outside the purview of IAD.

#	T	IEG Engagements	IAD Engagements	Co-ordination
2	Maximizing Development	FY20 – Mobilization of Private Capital [Major Evaluation]	FY18 - Maximizing Finance for Development (Cascade approach) FY19 - WBG's Management of IDA Private Sector Window (PSW)	IEG will leverage IAD's advisory review results regarding the cascade and the PSW, but will take a broader view of mobilization issues.
4	Agile Approach	FY21 - WBG Agility, Adaptability and Responsiveness [Major Evaluation]	FY18 – Bank's Implementation of the Agile Approach	IEG will leverage IAD's advisory review results regarding the Agile Program, but will look more broadly at the Bank's ability to adjust with agility to new country demands, and new development challenges and paradigms.
5	Impact of Disruptive Technology	FY20 – Development in the Digital Era [Major Evaluation]	FY21 – Integration of Disruptive Technology in Operations	IAD will determine specific scope and focus based on IEG's review. IEG's review will focus on the extent to which WBG's advice to countries embed new technologies and their likely impact on growth, employment, skills etc.
6	Environmental Social	FY22/23 – ESF Early Review [tentative Major Evaluation]	FY19 – The Bank's Preparedness for the ESF implementation. FY20, FY21 – Series of ESF Reviews	IAD plans to review pre-requisite actions for ESF implementation in FY19 and specific components of ESF implementation over FY20-FY21). IEG may consider evaluating the early impact of the ESF in client countries in FY22/23 and will leverage IAD's work.

Appendix D: FY19-21 Proposed Major and Meso Evaluations Descriptions

131. This Appendix includes a preliminary description of the proposed objectives, scope and key strategic questions for the Major and Meso Evaluations IEG proposes to include in its work program. These descriptions are preliminary and the precise scope of each evaluation will be determined at the time of its Approach Paper preparation following the agreed protocol.

Major Evaluations - FY20

Economic Transformation I (Structural Economic Transformation).
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Context, Objectives and Relevance

132. This FY20 Major Evaluation will be part of a series of Major and Meso Evaluations over FY20-22 aimed at reviewing how well the WBG has supported countries as they go through economic transformations of different kinds. For each of these evaluations, IEG will review how well the WBG has supported clients through these transformations and identify lessons about what works or not. The first Major Evaluation in the series will focus on structural economic transformations.
133. The world experienced unprecedented expansion of wealth in the 20th century. But many countries were held back due to structural constraints facing their resource allocation and production systems. The two decades around the new millennium were a promising time for developing countries - rapid economic expansion was not only registered in Asia, but also resumed in Africa, Latin America and elsewhere. However, sustained economic growth, a key ingredient to poverty reduction and shared prosperity, has proven elusive for many countries – for example, in its 2008 report, the Growth Commission set up by the World Bank, found that since 1950, only 13 economies managed to grow at an average annual rate of 7 percent for 25 years. The Commission noted that these 13 countries shared common policy features during their sustained growth period. Moreover, development economics finds that long-term economic growth depends largely on the rate at which resources, mainly labor, move from low-productivity activities to higher-productivity activities (be it between sectors or within sector), a process known as *structural transformation*. As the global community seeks to achieve the SDGs and the twin-goals, the question of whether a larger number of countries can achieve and sustain high growth through structural transformation becomes central.
134. The proposed evaluation aims to (i) document the characteristics of countries that have successfully transformed their economic structure over the last 20 years; (ii) take stock of WBG engagement in each country-specific context; (iii) identify key factors of success in the WBG's approaches for supporting the structural transformation process; and (iv) draw lessons to inform future WBG's strategies and programs in countries in similar situations or with similar ambitions.
135. The relevance of the evaluation is linked to the critical role that structural transformation plays in sustained growth and progress toward the twin goals. It is also linked to the need for evaluative evidence as the WBG designs new strategies and approaches to continue supporting

countries in all client segments as they seek to move to higher productivity levels, maintain long-term growth momentum and move from LIC to LMIC, LMIC to UMIC, or UMIC to HIC.

Selective Strategic Questions

136. Structural change theory has focused on policies designed to achieve economic transformations through manufacturing development, industrial upgrading and diversification, and the development of services sectors. Building on the existing literature, the evaluation will identify, across WBG clients, instances of sustained economic transformation, based on criteria to be identified and validated. The evaluation will then assess the alignment and contribution of WBG country strategies, lending and knowledge programs, and partnerships to the characteristics and drivers of economy-wide or sectoral structural transformation. In countries having experienced structural transformation, the evaluation will seek to draw lessons from instances of alignment between the WBG's engagement and drivers of structural transformation as well as from instances where such alignment did not materialize.

Knowledge gap and Evaluability

137. Despite the centrality of structural transformation in development, there is a lack of systematic information about the policies and institutions, as well as the type of development support by the international donor community, that can engineer and sustain the transformation process. The evaluation will leverage the FY16 learning product on Transformational Projects. The evaluation will cover all WBG institutions. It will have a country focus as structural transformations take place mostly at country level, but will review the portfolio of WBG projects for additional findings and lessons on sector-level structural transformation. The period of analysis will be longer than usual (e.g., 15-20 years) to capture long-term trends and results. Data availability will be facilitated by the WBG's long engagement in many countries, although changes in WBG priorities and corporate goals will need to be considered.

SOE Reforms

Context, Objectives and Relevance

138. Since its peak after the breakup of the Soviet Union in the early 1990s, the WBG has done a considerable amount of work with State-Owned Enterprises (SOEs) across the world. This work has involved SOEs in many sectors, especially utilities and banks. Despite substantial initiatives towards privatization, many SOEs persisted and, in recent years, SOEs have enjoyed a significant resurgence in economic importance, including under the impulse of China's growth. Lessons from earlier WBG engagement remain relevant today when a large unfinished SOE reform agenda remains to be implemented in many countries globally across a wide range of sectors. Challenges range from issues of industrial structure to labor management and corporate governance. Today, as past assumptions about and models for SOE reforms are being questioned and new paradigms being developed, the time is ripe for a fresh look.

Selective Strategic Questions

139. The evaluation will assess the effectiveness of the WBG’s work with regards to SOEs to inform the WBG’s future work. It will capture lessons of recent SOE reform support and illuminate what works in different sectors under various country contexts. Among its topics, the evaluation will review the WBG’s strategic work with governments to determine the optimal ownership structure for SOEs (e.g., public ownership vs. corporatization vs. privatization) as well as its technical and financing support for SOE ownership reforms and performance enhancement. The latter includes a broad corporate governance agenda, including principles of SOE governance and ROSC assessments. Other topics include what has worked to sustainably improve SOE governance, including changes to Board/management structure, and issues of selection, reporting and monitoring, and fiscal support and taxation. In that context, the evaluation may consider the question of subsidies to SOEs, including issues of market distortion, targeting and competition, as well as labor issues.

Knowledge gap and Evaluability

140. The WBG portfolio related to SOEs is substantial, spanning from convening work (e.g., international principles, ROSCs), to analytic and advisory work, financing vehicles (investment, development policy, etc.), IFC investments/advisory, and MIGA guarantees. The portfolio includes support for SOE reform across a wide range of sectors, including utilities, public and development banks, and a whole range of other SOEs in other sectors. No prior IEG evaluation has been conducted on this topic.

Development in the Digital Era

Context, Objectives and Relevance

141. At last September's Disruptive Technology for Development Forum, President Jim Yong Kim and senior WBG management emphasized the urgency of harnessing disruptive technologies in WBG’s work. In early 2018, a WBG team developed a “corporate value proposition” around harnessing technology trends to end poverty and boost prosperity. According to President Kim "The notion that all our projects should be technology-informed - same as with gender and climate - makes perfect sense.”

142. Recognizing this significant ramping-up of focus on technology-informed development by WBG at the corporate level, this FY20 Major Evaluation is conceived as a Corporate Evaluation with the objective of informing WBG approaches for supporting technological adoption or adaptation in client governments and private companies. In an era of fast, disruptive technological changes, the evaluation will also inform the WBG’s internal choices and steps to enhance its ability to provide fit-for-purpose support to its clients.

143. The objectives of this evaluation are relevant to WBG’s own framework for support to technology, most recently articulated by WBG in the form of three Bs:

- *Build*: develop the foundational building blocks for sustainable, technology-led economies;

- *Boost*: expand the capacity of people and institutions to thrive in a resilient society in the face of [technological] disruption;
- *Broker*: harness disruptive technology, data, and expertise to solve development challenges and manage risks through collaborations.

Selective Strategic Questions

144. The main strategic questions that the evaluation will address are likely to be: (1) How effectively has the WBG supported technological adoption or adaptation in client governments and private companies? How effectively has it supported them to avoid the negative effects of technology (e.g., divergent economic fortunes, higher inequality and an intrusive state)? What approaches have worked well and what approaches have worked less well? (2) How effectively has the WBG adapted its own policies, processes, instruments, skills, partnerships, and thinking to support its clients? How well has the WBG positioned itself for the future so that its support is adequately informed by foreseeable technological developments?

Knowledge gap and Evaluability

145. The WBG's major technological initiatives are new and have not yet been evaluated. These initiatives include, for example, the Blockchain partnership with China's Alibaba, the Disruptive Technologies for Development Credit Suisse Challenge Fund, the Blockchain Lab, the SME Launchpad, the WBG partnership with the GSMA's Big Data for Social Good Initiative, and WBG's partnership with GSMA on a new Internet of Things (IoT) Big Data Initiative. At the conceptual level, this evaluation will enable following-up on the 2016 WDR on Digital Dividends and the 2019 WDR on the Changing Nature of Work. While IEG has evaluated some of the WBG's technology initiatives over the years, through its 2011 Capturing Technology for Development Evaluation, 2016 Data for Development Evaluation (specifically, the Big Data Chapter), and other relevant IEG evaluations that touch upon the role of technology in various global practices and cross-cutting solutions areas, a systematic assessment of the various elements of WBG support to technology outlined above is yet to be undertaken.

146. In addition to the recently launched institutional initiatives (noted above), this evaluation will assess the rapidly expanding portfolio of projects in every global practice and region that embed technological innovation, such as in finance (e.g., technology-based microfinance access), poverty (e.g., geospatial mapping), education (e.g., virtual reality learning), agriculture (e.g., Uber-like tractors); forests (e.g., satellite imagery to control forest fires), etc. The evaluation will also assess technology-related ASA/AS. The timeframe of the portfolio will be the past 10 years. The main counterparts will be all those groups in the WBG that are focal points for technology-related work across the Bank, the IFC, and MIGA. Given the importance placed on the use of technology for development both within the WBG and externally (in client countries and other donor agencies), this evaluation will be of interest and use to a vast and diverse audience.

Population and Demographic Issues

Context, Objectives and Relevance

147. Thanks to important progress on women’s empowerment, education, health, and longevity, the world is experiencing a major population transition characterized by a slow population growth and aging. Yet, this overall trend hides significant differences in the direction and pace at which countries are experiencing this demographic transition and the related challenges. Some countries are dealing with an aging population that creates pressures on social security, pension and health systems. Other countries are facing high fertility and low child mortality resulting in rapid population growth and increasing pressure on the demand for basic services, internal migration, the growth of cities, or youth bulge and limited job opportunities. Depending on where a country stands on its population age-structure and its economic development, demographic changes can be seen more as challenge or opportunity. If well managed, the demographic transition can generate a demographic dividend that can then foster economic growth and reduce poverty.
148. This proposed FY20 major evaluation will inform how the WBG supports client countries in responding to their specific demographic challenges and opportunities. The evaluation will provide timely insight into what works in different country settings and thus allow for learning across different regions and countries. It will also assess the influence of the political economy in enabling progress on dialogue and interventions on sensitive population issues.
149. The evaluation is relevant to the Forward Look’s strategic pillar on investing in people as well as the Human Capital project. Given the linkages between population structures and employment and employability, the evaluation is timely considering ongoing efforts to understand the future of work in a global economy experiencing fast-changing technology and deepening urbanization.

Selective Strategic Questions

150. The main strategic questions that the evaluation would address are likely to be:
- How has WBG incorporated demographic dimensions in the design of its strategies and programs?
 - How effectively has WBG’s support responded to countries’ specific demographic challenges and opportunities?
 - What approaches have worked well and what approaches have worked less well, with focus on countries on different sides of the demographic transition?

Knowledge gap and Evaluability

151. The 2009 IEG evaluation (Improving Effectiveness and Outcomes for the Poor in Health, Nutrition, and Population: An Evaluation of World Bank Group Support Since 1997) reviewed the portfolio of population projects approved between FY 1997 and FY 2006 but there has not been an update since then, except for more selective evaluations on specific demographic groups (e.g. Youth Employment Programs, 2001–2011; Higher Education, 2003–2016).

Additionally, IEG has not yet evaluated in a comprehensive way the entire mix of WBG support to address demographic and population challenges in given country contexts.

152. The WBG provides a large array of support through project financing and ASAs to address demographic and population issues. The portfolio of World Bank financed projects addressing demographic and population issues approved over the FY2008-2018 period can comprise up to approximately 800 operations for more than \$20 billion in commitments. More than half of the portfolio is in countries at the early stage of the demographic transition such as sub-Saharan Africa and South Asia. About a quarter of the portfolio is in countries with a notable youth bulge (primarily in Middle East and North Africa and Latin America And Caribbean). The remaining quarter is in countries characterized by faster aging and shrinking populations. The scope of the evaluation will be defined at the Approach Paper stage. Options include focusing on a sub-set of the broad range of population and demographic issues or focusing on countries on two different sides of the demographic transition. The evaluation will cover strategies, projects and ASAs over a 10-year time frame. The importance being placed on population issues both within the Bank and externally (in client countries and other donor agencies) will ensure that this evaluation has a vast and diverse audience.

Macro-Financial Stability and Crisis Management

Context, Objectives and Relevance

153. This FY20 Major Evaluation will be part of a series of evaluations aimed at assessing the effectiveness of the WBG in assisting clients to prepare for and manage crises. The first evaluation in the series will focus on Macro-Financial Crises and the second on disaster risk management in FY21 or 22. The long period of monetary accommodation in advanced market economies which has supported global recovery from the 2008 economic crisis also produced a low interest rate environment and a search for yield in a global economy awash in liquidity. The ensuing build-up of (mostly) private debt and incipient rise in interest rates have increased macroeconomic vulnerabilities in developing countries. In this context, a capital flow reversal or sudden stop - which could be triggered by global or country-specific factors - may lead to new macroeconomic crises in WBG client countries, with potentially deleterious effects on the intermediation role of financial sectors and the ability of the economies to make progress on the twin goals.
154. The evaluation aims to assess whether the WBG is sufficiently focusing on macroeconomic, debt and financial vulnerabilities and articulating these linkages in country strategies as well as in its knowledge, lending and convening services. It will also assess whether, how and how effectively the WBG is supporting clients' efforts to foster sound macroeconomic management in concert with effective financial sectors.
155. The evaluation is timely considering the global context of rising macroeconomic vulnerabilities and the concerns raised around the MFD's initiative. These include, on the one hand, the need for sustainable macro frameworks for countries to be able to attract increasing private finance for development. On the other hand, by raising the volume and cost of private debt and possibly creating contingent liabilities for the public sector, MFD has the potential to increase countries' vulnerability to sudden market reactions to domestic and external shocks.

In this regard, the evaluation will provide inputs for implementing the MFD initiative in a way that is attentive to the need to avoid a further build-up of macroeconomic risks and to the need to create economic buffers against possible volatility in national and global markets. The evaluation will inform ongoing efforts to improve debt sustainability in client countries, especially LICs and LMICs.

Selective Strategic Questions

156. The evaluation will assess the extent to which the WBG has provided relevant and effective support for macroeconomic and financial stability (e.g., country strategies, DPFs, other lending, TA and knowledge work including work on DSA, and IFC investments). It will assess whether the WBG has the right incentives and instruments, uses quality macroeconomic frameworks in DPF, engages in effective partnerships, and adopts cross-sectoral approaches needed to be effective in enhancing debt sustainability and financial stability. The evaluation will also review if incentives to work on financial stability issues are strong enough (including in good times), if the FSAP program is faring well, especially under the new division of labor with the IMF, and how the WBG's other priorities, such as the MFD agenda, might be affecting the balance of focus between overall macroeconomic stability, deepening financial markets and financial stability. It will also be an opportunity to look at whether the lessons from the 2008 financial crisis have been incorporated in the Bank's work.

Knowledge gap and Evaluability

157. While IEG will leverage existing evaluations and learning products related to macroeconomic stability and financial sector - and a recent IEG series of learning products on DPFs and policy based guarantees will provide useful inputs - no recent evaluation focuses on the WBG's work aimed at preserving macroeconomic and financial stability or preparing for possible economic crises. The evaluation will cover all WBG institutions while focusing on the well-defined portfolio of lending and knowledge activities in support of macroeconomic management, fiscal policy, debt management and financial sector stability. The analysis will cover country, regional and global initiatives, and take advantage of the wealth of data on the results achieved through the Bank's project and strategy level products, as assessed through completion reports and project evaluations, as well as through relevant IFC investments.

Cities, Growth and Inclusion

Context, Objectives and Relevance

158. This proposed FY20 Major Evaluation is the second in a series of evaluations on the WBG's work to support the development of sustainable and inclusive cities, and will follow the ongoing FY19 Urban Resilience evaluation. Well managed, cities are engines of economic growth. Indeed, 72% of city economies in the world grew faster than their own countries (World Bank, 2015). But while more urbanized countries have lower poverty rates and higher incomes, the economic benefits of urbanization and spatial agglomeration do not happen automatically. The top 10 percent of cities in the world (ranked by job growth and economic growth) grew their GDP almost three times faster than the remaining 90 percent. They created jobs four to five times faster. Meanwhile, more than one in twenty cities saw a decline in GDP

per capita during the period 2000-2012. These disparities in city economic performance are similarly reflected in disparities in critical dimensions such as intra and interurban poverty rates and the prevalence of slums as the principal mode of urban expansion.

Selective Strategic Questions

159. The evaluation will review the WBG’s work aimed to ensure cities are developing in a way that supports inclusion, job creation, and growth, taking a cross-sectoral approach, and reviewing work at strategy, program and project levels. The proposed evaluation will consider to what extent the WBG has contributed to the approach suggested by the 2009 World Development Report: Reshaping Economic Geography (World Bank 2008) as it has been operationalized in 2013 as part of the three-part policy framework for urbanization on (i) planning, (ii) connecting and (iii) financing.
160. The operationalization of the WB framework has placed emphasis on developing a portfolio which enables inclusive competitive cities. The proposed evaluation will consider World Bank lending and knowledge products in the context of *Competitive Cities for Jobs and Growth (2015)* and will evaluate to what extent the WBG has contributed to key drivers of city inclusive growth through support to: (i) Institutions and urban development regulations; (ii) Infrastructure and land; (iii) Skills and innovation; and (iv) Urban enterprise support and finance.

Knowledge gap and Evaluability

161. Since the 2009 WDR the WBG has seen its urban portfolio grow but no recent evaluation has assessed its performance nor focused on extracting lessons about what works when.

Natural Resource Degradation and Vulnerability

Context, Objectives and Relevance

162. This proposed FY20 Major Evaluation will review the WBG’s work to support client countries that are experiencing severe resource degradation and whose populations are vulnerable to increasing resource loss. Coverage will be determined in the Approach Paper and could include drylands management, coastal erosion, soil erosion and sustainable land management (including tree based systems), pastoral systems (including rangelands) and conflict induced natural resource depletion, as well as other natural resources whose degradation or increased scarcity require specific regional or local contexts. The evaluation will directly contribute to the WBG Twin Goals. Natural resources are a major asset and coping strategy for the poor. It directly links to the Resilience Pillar of the Forward Look 2030.

Selective Strategic Questions

163. The evaluation will assess the extent to which the WBG is adequately identifying resource related degradation risks facing client countries and how it is formulating and implementing its analytical and operational response in line with client needs. The evaluation will link natural resource degradation with vulnerability and how clients and the Bank are responding to the needs of the resource dependent poor who are most severely affected by resource degradation

and depletion. It will focus on how the poor are managing in the face of natural resource scarcity and how the WBG is helping them to cope or find alternate livelihood strategies. Among others, the evaluation will look at the impacts on livelihoods, sustainability, vulnerability and migration of the communities affected by degradation of selected natural resources. It will identify the types of interventions and approaches that work for reducing degradation and enhancing sustainable use of different types of natural resources under different socio-economic conditions and environments. The evaluation will assess these key themes with a cross cutting lens on gender and institutions.

Knowledge gap and Evaluability

164. IEG has never done a thematic evaluation of resource degradation, including with a focus on vulnerability. The evaluation will use existing data from resource related evaluations such as Managing Forests for Sustainable Development and Climate Change Adaptation. There is a relevant portfolio of projects across the indicative resource related themes mapped to the ENV GP. Other parts of the portfolio are mapped to Agriculture and SURR. Among others, the portfolio includes diverse interventions for identifying, mapping and reducing natural resource degradation; improving sustainable use and management; increasing access to and security of rights to resources; enabling the poor to take advantage of markets; and identifying alternative livelihood and coping strategies for the poor.

Mobilization of Private Capital

Context, Objectives and Relevance

165. Traditionally, most development spending has come from governments and public sources; yet the largest potential is from private sector investments. The availability of an estimated US\$12.5 trillion (excluding international bond markets) in private capital compared with Official Development Assistance (ODA) annual flows of around US\$100 billion (Source: UNCTAD, 2017) represents the opportunity and trajectory to move from billions to trillions. The evaluation is of strategic importance to the WBG in the context of the Maximizing Finance for Development agenda: the need to use the (few) billions of dollars of ODA to raise trillions of dollars required to achieve the 2030 Sustainable Development Goals (SDGs). The WBG has articulated plans to leverage private sector finance by utilizing its full range of resources and capabilities to *expand platforms* and *financial vehicles*, and *create markets* where private capital has been less forthcoming. The ‘*Cascade Approach*’ and the ‘*IDA18 Private Sector Window*’ are two examples of WBG stepped-up efforts to mobilize private capital. This Major Evaluation was initially planned in FY17 but was postponed at the decision of CODE *to allow sufficient time for reporting of the newly-agreed MDB definitions and methodologies on private capital mobilization to take place*. The above issues have now been addressed within the WBG, at the MDB level, and there is consensus at the global level. Given this context and background, IEG believes this evaluation is timely in FY20.

Selective Strategic Questions

166. The evaluation will assess the extent in which the WBG can scale up the mobilization of private capital, the approaches that are best suited to achieve such an objective, and the risks

and challenges that the WBG may face in such endeavors. The evaluation will be conducted under a programmatic approach where the first evaluation will focus on private direct mobilization and might be followed (in 2-3 years) with an evaluation of private indirect mobilization.

Knowledge gap and Evaluability

167. The scope of the evaluation covers all three WBG institutions' approaches and instruments to mobilize private capital. The evaluation will leverage the IEG Approach Paper that was produced in FY17 on the same topic, update it to account for the new internationally-agreed definition for private direct mobilization, and changes in the internal and external contexts.

Major Evaluations - FY21

Capacity Strengthening in WBG Operations

Context, Objectives and Relevance

168. An important factor in the success of development efforts is the capacity of country authorities and other in-country stakeholders to design, implement and monitor policies and programs. The WBG has long recognized this fact, and has had a long tradition of pursuing capacity building in its lending and non-lending activities. At the same time, WBG clients (in the private and public sectors) often seek to gain from WBG not only financing but also knowledge and global experience. Although countries may see increases in their access to development finance from other sources – a positive development in the context of the MFD – and/or move up the income ladder, the demand for WBG knowledge, expertise and capacity building engagement may remain, and in some cases, grow. As the premier development institution, with a global reach and a strong emphasis on knowledge, the WBG is uniquely placed to play a key role in helping strengthen the capacity of its clients in the public and private sector. In fact, capacity strengthening is already an important objective of the WBG that is embedded in many of its interventions and strategies, as well as in its daily work with clients; and there is demand among Board members and clients, to better understand what works, where and when.

169. This proposed FY21 Major Evaluation will review the WBG's work to strengthen clients' capacity for policy and program design, implementation, and monitoring. It will inform future WBG's efforts in supporting capacity strengthening efforts in all client segments. The evaluation is relevant in the context of the SDGs, whose achievement will require increased institutional capacity for policy design and implementation in all countries, as well as in the context of the MFD initiative which will require increased capacity to mobilize and adequately use resources in all countries.

Selective Strategic Questions

170. The evaluation will review how, and how well, the WBG has mainstreamed capacity building in its operations, starting with the fundamental question whether the WBG has had a relevant strategy to support capacity building for development among its clients. It will also

assess what works to build sustained capacity, including under various countries' authorizing environments and incentive systems. The evaluation will also shed light on issues of tied versus untied technical assistance/advisory, relevance of an EDI/WBI/LLI model versus other alternatives, and the role of IFC in building capacity in the private sector.

Knowledge gap and Evaluability

171. Several existing IEG evaluations review issues of institutional capacity related to the specific topic they focus on. However, no previous IEG evaluation has provided a comprehensive cross-sectoral review of the WBG's work to build sustained institutional capacity. The evaluation will revisit the findings of the 2005 evaluation on capacity building in Africa, while this time having a global scope.
172. Capacity strengthening is a cross-cutting objective in a large part of the WBG lending and non-lending portfolio and as such, this evaluation will touch on a very large share of WBG client-facing services. No single measure will be available to assess the success of capacity strengthening across this large and diverse portfolio, but a variety of proxy indicators from project results frameworks and cross-country data sets can be used. Given the importance being placed on capacity-building for development both within the Bank and externally (in client countries and other donor agencies), this evaluation will have a vast and diverse audience.

Corruption

Context, Objectives and Relevance

173. The roots of WBG engagement on anti-corruption (AC) go back to the 1996 speech by then President Wolfensohn's on the "cancer of corruption" and the 1997 report by the Corruption Action Plan Working Group. The 2006 strategy for governance and anticorruption (GAC, updated in 2007) focused on further integrating governance and anticorruption measures in WBG programs. Despite past efforts by development partners and the commitment shown by many client countries, corruption continues to be a pervasive inhibitor to economic growth, poverty reduction and shared prosperity in many client countries. Expectations that the Bank will do more to mitigate the effects of corruption will grow as the Bank steps up its financing to both IDA and IBRD countries in the wake of the successful IDA 18 replenishment and the capital increase for IBRD and IFC.
174. The proposed evaluation will aim to inform the WBG strategies (corporate and country-level), and operational approach to supporting clients in combating corruption, including the choice of instruments, implementation modalities, and partnerships.
175. The 2013 WBG Strategy and the 2016 Forward Look list anti-corruption among important global public goods and stress that while the WBG is a leader in work on anti-corruption, it can play a stronger leadership role in building a global coalition and partnership between public and private organizations on anti-corruption practices. Following the Anti-Corruption Summit in May 2016 the WBG reaffirmed its commitment to confront corruption as a core development issue wherever it exists and to support integrity in public sector institutions.

Moreover, the WBG's MFD agenda is unlikely to succeed if corruption continues to discourage private investment in many countries.

Selective Strategic Questions

176. The evaluation will take a broad cross-sectoral thematic perspective and review the WBG's contribution to anti-corruption efforts at the country, project, and global levels. It will assess the relevance and effectiveness of WBG operational work and diagnostic tools, aimed at helping to prevent and reduce corruption in client countries. The evaluation will also review the effectiveness of fiduciary instruments used to mitigate corruption risks in WBG projects, and assess the outcomes of existing project-level anti-corruption practices. It will take stock of the results achieved through the WBG's participation in regional and global anti-corruption partnerships.

Knowledge gap and Evaluability

177. A 2004 OED report reviewed progress under the anti-corruption strategy and concluded that although the Bank "has come a long way in a short time," it had demonstrated only modest success in achieving durable outcomes. The 2010 IEG evaluation of the first phase of GAC implementation noted signs of progress, but also stressed that GAC efforts had been more focused on the Bank's own capacities, resources, and standing as a development partner, than on issues facing partner countries, and that country-level GAC support efforts had achieved mixed results. This evaluation will contribute to the body of knowledge on the relevance and effectiveness of the WBG efforts to help client countries tackle corruption, and will build on the findings of earlier evaluations of the WBG's anti-corruption work. The evaluation will identify and review a global portfolio of WBG projects, analytical products, and partnerships that include efforts to address corruption and build in-country capacity (government and non-government) to deal with the risks and impacts of corrupt practices.

Malnutrition and Stunting

Context, Objectives and Relevance

178. The sustainable Development Goal 2 (SDG2) aims to end all forms of hunger and malnutrition by 2030. Huge nutrition improvements, in line with the target set out by the Millennium Development Goal, have been achieved over the past two decades. The number of undernourished people dropped by almost half. Many developing countries that used to suffer from famine and hunger can now meet the nutritional needs of the most vulnerable. Central and East Asia, Latin America and the Caribbean have all made huge progress in eradicating extreme hunger. However, unfortunately, malnutrition and stunting remain a barrier to development in many countries. A wide range of factors contribute to malnutrition and stunting, including health services, sustainable agricultural practices, access to land, technology and markets, and it is not clear how they work and interact to lead to better nutrition outcomes.

179. Against the above backdrop, the proposed FY21 Major Evaluation will review the growing WBG's work to address malnutrition and stunting. Taking a cross-sectoral approach, the

evaluation will aim at helping the WBG identify what works, when and where, to scale up WBG efforts and contribution toward SDG2.

180. Helping client countries address malnutrition and stunting has been a WBG strategic priority for several years and the WBG has supported client governments across the world define and implement strategies, programs and projects to address these issues, more recently also through the Investing in Early Years multi-sectorial global effort. The question of what works to address and ultimately eliminate malnutrition and stunting remains to be answered with clarity and is hugely relevant for WBG's twin goals of eliminating extreme poverty and boosting poverty as well as the Forward Look's pillar on investing in people.

Selective Strategic Questions

181. Taking a cross-sectoral approach, the evaluation will review WBG's support to address malnutrition and stunting and help identify what works, when and where, to scale up WBG's efforts and contribution toward achieving the eradication of malnutrition.

Knowledge gap and Evaluability

182. The issue of malnutrition and stunting has not been specifically evaluated before. However, the evaluation will leverage the extensive work IEG has done on the FY15 Early Childhood Development Evaluation, FY17 Health Service Evaluation and the systematic review of interventions to reduce child malnutrition in developing countries (World Bank Group 2010: What Can We Learn from Nutrition Impact Evaluations? Lessons from a Review of Interventions to Reduce Child Malnutrition in Developing Countries).
183. The evaluation portfolio will be defined based on the presence of a nutrition objective. The portfolio of World Bank-financed projects aimed at fighting malnutrition and stunting approved over the past decade (FY2008-2018) comprises approximately 412 operations for more than \$12 billion in commitments. However, the evaluation may cover a longer period (e.g., 15-20 years) to capture long-term results in malnutrition and stunting. The evaluation will cover projects and ASAs.

IFC Development Effectiveness in low-income IDA and FCS countries.

Context, Objectives and Relevance

184. In line with IFC's institutional priorities, this Major Evaluation will help IFC assess whether it is on track to reach its objectives to increase focus and development impact in low-income IDA and FCS countries. A Major Evaluation on IFC results in low-income IDA and FCS countries will require careful design and structuring, but it would embed a needed accountability and learning value for IFC and CODE, while also contributing to IFC's ongoing efforts to enhance attention to development results. More broadly, as FCV countries are expected to be home to 50 percent of the world's extreme poor, the private sector can play an important role in supporting livelihoods, creating employment, and contributing to other development priorities.

185. IEG previously recommended that IFC strengthen its performance in FCV, including by adapting its business model, product mix, and risk tolerance to the different needs and capacity of the private sector in FCS. IFC has since introduced a special risk envelope for smaller investments in FCS, has prepared analytical work (e.g., *What It Would Take to Scale-Up IFC Activities in Fragile and Conflict Situations and Low-Income IDA Countries*, April 2016), has aimed to increase its portfolio of advisory and investment operations in FCV, and has begun to address new areas (e.g., forced displacement). Under IDA18, IFC is piloting a new instrument, the Private Sector Window (PSW), to support projects in higher risk markets mainly through de-risking and moving upstream in the project cycle.

Selective Strategic Questions

186. The evaluation would provide timely input and learning on what works and what doesn't as IFC aims to significantly scale up its activities in this high-risk segment of countries in the medium term, including with respect to different approaches, risk mitigation strategies, instruments, and the use of new platforms. It would also examine the implementation of actions to strengthen IFC's operational framework in FCV with important links to private sector development related work by GPs and MIGA.

187. It will be preceded by a synthesis note in FY19 summarizing IEG's existing knowledge on IFC's work in FCS countries, to enable the IFC to already take-stock and learn from existing experiences.

Knowledge gap and Evaluability

188. IEG has not evaluated IFC's engagement in IDA countries specifically and a prior evaluation of IFC's FCV activities were based on a limited portfolio. The evaluation would also address a critical knowledge gap by providing an early assessment of the relevance of the IDA PSW and the different approaches it supports.

WBG Agility, Adaptability, and Responsiveness

Context, Objectives and Relevance

189. In the Forward Look and other strategic documents, the WBG has committed to making the WBG a better bank, including by increasing its agility, its responsiveness to evolving needs of all client segments, and its role and leadership in important global issues. To achieve this objective, since FY14, several agile pilots have been launched, experimenting new ways of working, to help the Bank become more flexible, efficient and responsive.

190. The evaluation will aim to inform the institution's efforts to become a more agile, adaptive and responsive institution, capable to adjust to changing contexts, priorities, and client and shareholder demands. The evaluation is relevant and timely given the pressure for the WBG to be responsive to new demands and meet expectations of WBG shareholders and clients in the wake of the successful IDA 18 replenishment and the capital increase for IBRD and IFC. The evaluation is relevant also considering the need for the WBG to adapt to a changing

development financing landscape with the emergence of new multilateral actors and the growing role of private finance.

Selective Strategic Questions

191. This proposed FY21 major corporate evaluation, will review to what extent the WBG has been an agile, adaptive and responsive institution, capable to adjust to changing contexts, priorities, and client demands. It will review the fitness for purpose and effectiveness of WBG corporate mechanisms and client engagement models in adapting to changing circumstances, client needs and shareholder demands. It will also aim to identify areas where obstacles to the Bank's agility, adaptability and responsiveness persist to inform management's ongoing and future efforts. The evaluation will seek to elucidate the linkages between WBG agility, adaptability and responsiveness on the one hand, and its development effectiveness and impact on the other hand. The evaluation will also review how the WBG handles quality assurance and quality enhancement processes, exploring the trade-offs between speed/economy and quality/risk management.

Knowledge gap and Evaluability

192. IEG has not reviewed WBG processes in a comprehensive fashion since the 2011 Matrix evaluation, which highlighted gaps in quality assurance and other areas. IEG evaluations of learning and self-evaluation processes highlighted some gaps in those areas, and IAD has reviewed other aspects of WBG processes. The proposed evaluation will build on these analyses.

193. The evaluation will establish explicit criteria for assessing adequacy of processes and decision-making for different types of decisions, for example balance of speed and risk management, ensuring contestability, transparency where appropriate, ensuring corporate buy-in, balance of continuity and innovation, and so on. These criteria could usefully be determined in a consultative engagement with internal and external stakeholders. Different processes can then be assessed against the defined adequacy criteria. Close engagement with relevant stakeholders will be part of the process. Given the importance being placed on agility and adaptiveness within the Bank, this evaluation will be of interest to WBG management and Board.

Water Resource Management

Context, Objectives and Relevance

194. This proposed FY21 Major Evaluation will focus on reviewing the WBG's work to support effective integrated water resources management in client countries. Acknowledging that water scarcity affects more than 40 percent of the global population, that water-related disasters account for 70 percent of all deaths related to natural disasters, and that effective and sustainable management of water resources is vital for ensuring sustainable development and attain many of the SDGs, the WBG has a large portfolio of projects aimed to help countries ensure sustainability of water use, build climate resilience, and strengthen integrated water resources management. Population and economic growth, along with increased climate

variability, will further exacerbate current water stress. As one of the key external financiers in water resources management, the WBG is actively working to address these challenges through cross-sectoral approaches that encompass infrastructure development, institutional strengthening, and a focus on the poor. Globally, the importance of adequate water resources management has also been recognized and the World Economic Forum named water as one of its top challenges in 2013 and 2014.

Selective Strategic Questions

195. The evaluation would address the process of planning, developing and managing water resources, in terms of both water quantity and quality, across all water uses. It will include the institutions/governance, infrastructure, incentives and information systems that support and guide water management. Since this broad topic covers many different themes and angles, including water resource management, watershed management, irrigation, wastewater treatment, flood control, food production, energy generation, inland water transport, and water-based recreational, as well as sustaining healthy water-dependent ecosystems and protecting the values of lakes, rivers, and estuaries, the exact scope of the evaluation will be determined at the approach paper stage.

Knowledge gap and Evaluability

196. IEG conducted an evaluation on the sub-sector of water supply and sanitation in FY18, but the WBG work to support integrated water resources management has not been evaluated since the FY10 evaluation which covered the portfolio only up to FY07. The evaluation will complement the findings of the FY18 evaluation on Water and Sanitation, as well as those of the planned FY19 Meso Evaluation on Sustainable Irrigation to provide a body of evidence on water-related issues. The evaluability is high as there are over 150 projects with water resources management theme code and over 500 projects that have relevance to water resources management in WBG portfolio over the past ten years.

Agricultural Transformation

Context, Objectives and Relevance

197. The WBG has supported sustainable agricultural transformation through various interventions to raise productivity, food security, market access, employment and resilience to climate change. The WBG, under the leadership of the Agriculture GP, has defined an integrated “Three Part Agenda” to develop Sustainable Food Systems around three core elements for the “Future of Food”: (i) shaping the food systems towards climate-smart agriculture, (ii) delivering improved food and nutritional security, and (iii) strengthening value chains to improve market access and deliver jobs. This directly contributes to the Twin Goals and the WBG’s support for the SDGs: Ending Poverty, and Food Security for all by 2030 and makes significant contributions to several other SDGs (responsible production and consumption, life on land, climate action, etc.). It is also aligned with the Forward Look’s Sustainable and Inclusive Growth priority area. The comprehensive evaluation aims to generate evidence and lessons on the strategic roles, the extent and nature of the engagement,

challenges and contributions of the WBG in supporting transformation of agriculture and food systems in different regions and client countries.

Selective Strategic Questions

198. The proposed FY21 major evaluation on Agricultural Transformation will undertake a comprehensive assessment of the WBG’s support since 2009 towards promoting sustainable food systems and its contributions for improving productivity, ensuring food security, enhancing adaptation and climate resilience, and fostering efficient value chains and sustainable livelihoods for the poor and vulnerable communities. The evaluation will identify and assess the key interventions designed to accelerate agricultural transformation towards sustainable and inclusive food systems in different regions and evaluate the contributions around the multiple wins – productivity, income growth, food and nutritional security, and climate co-benefits for mitigation and adaptation. Gender, climate change and institutions will be a cross-cutting theme.

Knowledge gap and Evaluability

199. The agriculture thematic area has seen important changes but has not been evaluated for a long time. The last IEG evaluation on Agriculture from 2011 focused on “Growth and Productivity in Agriculture and Agribusiness” and the portfolio covered only the period 1998-2008. The evaluation will draw on lessons learned from this and the intermediate products, like the 2013 Food Crisis evaluation which looked at the Global Food Crisis Response following the 2008 food price spike. There is a clearly defined portfolio of Agricultural Transformation activities mapped to the AG GP (and other GPs) and IFC Agribusiness (MAS) and MIGA guarantees. The evaluation will cover at least 10 years and look at the FY09-FY20 portfolio across the WBG, which is large and appropriate for a major evaluation.

FY19 Proposed Meso Evaluations

Shaping Social Contracts

Context, Objectives and Relevance

200. There is increasing recognition that, as countries embark on reforms that seek to reduce poverty and boost shared prosperity, the outcome of such reforms not only depends on, but also influences, the social contract binding citizens and the state. On the one hand, the success of reforms and development outcomes depends on the buy-in and commitment of a wide range of stakeholders, within governments and civil society, to uphold a reformed version of the social contract. On the other hand, reforms that aim to promote the private sector’s ability to create jobs, reform the delivery of public services, amend social protection benefits, or strengthen citizen’s ability to hold the state to account, may also contribute to (re)shaping the implicit agreement among members of a society to cooperate with the state for social benefits. While explicit WBG commitments to help countries restore a missing or damaged social contract are few (e.g., in the MENA regional strategy and the SCD for Haiti), understanding what underpins social contracts can be critical to the success of WBG’s support to reforms.

201. In this context, the main objective of this Meso Evaluation is to provide perspectives that could help inform the WBG's approaches in future country engagements or projects where the social contract plays an important role in influencing development outcome. In a context where citizen's voice and participation has gained increased importance in many regions, the evaluation will be a source of learning for Bank teams seeking to incorporate social contract considerations in their country engagement.

Selective Strategic Questions

202. The evaluation will assess to which extent the WBG is paying attention to understanding and incorporating social contract considerations in its engagement in the countries where it operates. Given the combined high potential strategic value and complexity of the evaluand, a two-staged approach is proposed for this evaluation. The first phase will seek to answer three interrelated questions: (i) What is the (implicit) theory of change of the WBG in preserving or renewing the social contracts in the countries where it operates (ii) What instruments can the WBG leverage to understand how it affects the social contract in its client countries? (iii) What data can be mobilized to assess the WBG's contribution in this area? If these three questions are answered, the second phase of the work will review the degree to which the WBG is paying attention to understanding and preserving social contracts in the countries where it operates. It will review the channels through which social tensions may have affected WBG outcomes and the potential mitigation measures that have been put in place. It will review the instruments that are best suited to anchor this work (from strategies and SCDs to projects), the skills needed, and extract lessons for greater development effectiveness going forward.

Knowledge gap and Evaluability

203. Given the high context-specificity and evaluability challenges of the topic, IEG proposes to carry-out the first phase as a Learning Engagement with key counterparts in the WBG (e.g., Regions, OPCS, FCV team) to generate a common understanding of the conceptual framework underpinning the second phase, and provide an opportunity to test it in one pilot country. This participatory evaluability assessment will be conducted early in the FY to determine the feasibility of the second phase of the Meso Evaluation on technical and institutional grounds. If it were to be considered too complex to evaluate, a Meso Evaluation on Social Protection would be conducted instead.

Drivers of Education Quality

Context, Objectives and Relevance

204. Human capital and education are key ingredients to economic growth, intergenerational mobility, poverty eradication and shared prosperity. The 2018 WDR (LEARNING to Realize Education's Promise) explores four main themes: 1) education's promise; 2) the need to shine a light on learning; 3) how to make schools work for learners; and 4) how to make systems work for learning. The WDR and other studies (including a 2006 IEG evaluation) identify teacher professional development and instructional leadership as a key driver of education quality and learning outcomes.

205. The objective of this Meso Evaluation is to undertake a deep dive in selected determinants of education quality to understand, notably, how the WBG has supported teacher professional development and instructional leadership, and to what extent these important drivers of quality can be designed and implemented more effectively to “make schools work for learners”, therefore also helping operationalize the WDR.

206. The proposed evaluation is highly relevant for the WBG as client operations spend considerable resources supporting teacher and principal professional development. Yet, across IEG’s validation exercises most operations do not systematically measure changes that result from investment in professional development to be able to detect the impact or learn from the experience. The evaluation is particularly relevant to the Forward Look’s pillar on investing in people as well as the WBG’s senior management current emphasis on the Human Capital project.

Selective Strategic Questions

207. The Meso Evaluation will review the WBG’s support to selected drivers of education quality, with focus on teacher professional development for basic and secondary education and school principals’ leadership and school management. Building on a strong conceptual framework established by synthesizing existing systematic reviews and possibly conducting a new systematic literature review, the evaluation will assess how the WBG uses, designs and monitors these interventions in its operations, as well as, to the extent possible, what has been the evidence on their impact on selected intermediate outcomes.

Knowledge gap and Evaluability

208. The last IEG Major Evaluation on education (with the exclusion of the Higher Education evaluation undertaken in FY17) dates to 2006 and there continues to be a knowledge gap in how to implement and operationalize principal and teacher professional development within education systems. In other words, little is known on the effectiveness of programs or reforms seeking to integrate professional development into the structure of the central and decentralized education system to make professional development focused on teaching and learning and to ensure principals support these goals.

209. The proposed building blocks of the evaluation – systematic literature review, portfolio review, and case studies – will help ensure that the topic can be evaluated and data are available to answer the question. The scope will be refined later, as a fuller evaluability assessment is conducted.

MIGA Non-Honoring of Government Obligation Guarantees

Context, Objectives and Relevance

210. This relatively new instrument is growing rapidly and accounting for an increasing share of MIGA’s outstanding guarantee volume. MIGA added non-honoring of (sovereign) financial obligations to its traditional suite of political risk coverages in 2010. Through this instrument, MIGA provides credit enhancement solutions that can help governments or state-owned

enterprises attract commercial debt financing and improve ratings for capital markets transactions. Since its introduction in the context of the global financial crisis, it has been growing rapidly accounting for 35 percent of MIGA’s total guarantee coverage in FY10-17, in support of projects across all sectors. At the same time, NHSFO coverage differs from MIGA’s traditional suite of political risk products in important aspects such as the type of risk covered by MIGA and its link to sovereign risk, the nature of the relationship between the guarantee and the underlying project, and the way MIGA achieves development impact.

Selective Strategic Questions

211. The evaluation will assess to what extent the instrument has helped MIGA pursue its mandate and will help MIGA address some critical strategic issues regarding this product. Chief among these is the question of how much guarantee volume and risk MIGA should take with this product, and whether MIGA processes and procedures have been adequately adapted to take account of the different nature of NHSFO coverage. The evaluation would also review MIGA’s experience thus far in supporting SOEs with this product.

Knowledge gap and Evaluability

212. This is the first IEG evaluation of MIGA’s NHSFO product. Given the significant and increasing share of NHSFO coverage in MIGA’s portfolio and the qualitative differences to its traditional product range, the proposed FY19 Meso Evaluation will provide a corporate assessment of MIGA’s experience. Evidence on effectiveness from several evaluated projects will help close an accountability gap.

Sustainable Irrigation

Context, Objectives and Relevance

213. Sustainable irrigation is a key element of water resource management that is at the multi-sector nexus of water, environment, and agriculture. As such, efficient and effective irrigation practices are vital to economic development and poverty alleviation. Seventy percent of the consumable water globally is utilized for the irrigation of crops and for feeding and watering animals, making it essential to supporting food supplies and security. Inadequate management of water resources for irrigation can have far reaching impacts across a number of sectors. According to the FAO, “water scarcity represents a critical constraint to food production and a major cause of poverty and hunger”. Poor channeling and disposal of water also leads to environmental degradation, with secondary impacts on other vital sectors such as energy (hydropower) and transport (waterways).

214. This Meso Evaluation is proposed in response to the strong demand expressed by the senior management of the Water GP which, since the establishment of the new WBG organizational structure, took over a large part of the irrigation portfolio from Agriculture GP, and committed to ensure that the relevant GPs are well positioned to support sustainable irrigation going forward.

Selective Strategic Questions

215. The key driver for undertaking the proposed Meso Evaluation is the paradigm shift facing future activities in the sector. A timely evaluation will help ascertain how well the WBG is positioned to help clients address their future needs in sustainable irrigation to support the ends of multiple sectors. It could help assess whether the WBG is helping clients enhance resilience to climate shocks for reducing the scarcity of water; food insecurity and poverty triggered by water insecurity, and environmental degradation resulting from waterlogging, groundwater depletion and salinity, water use efficiency, and pollution from runoff and disposal. In answering these questions, the evaluation could assess whether and how the WBG has taken into account the economics of water, policy and regulatory aspects, and environmental and financial sustainability of this sub-sector.

Knowledge gap and Evaluability

216. The World Bank has long recognized the primacy of irrigation to development, and its prominence within the focal area of water resource management. Over FY2007-16, IBRD and IDA have approved over 100 projects with major irrigation and drainage investments with total project commitments of US\$10 billion. The portfolio is primarily managed by the Water and Agriculture GPs, although the impacts cut across additional sectors, including energy, environment, and transport. IEG has not evaluated its effectiveness since 2010, when it covered the theme as part of the major water evaluation. Despite the lengthy absence of a major evaluation on this topic, IEG has prepared over 15 PPARs covering irrigation in a range of countries across all regions, which provides a useful set of field-based project-level assessments that can serve as input to a Meso Evaluation.

Appendix E: Stock-take of IEG's Learning Engagements (LE)

Background on Learning Engagements

217. **IEG introduced Learning Engagements in FY17 as a pilot to replace Learning Products.** From FY14-16 IEG produced Learning Products to respond to the demand for the WBG to learn from experience. They were designed to be “somewhere between major thematic evaluations and PPAR evaluations” and build on existing evaluative evidence. The topics were to be strategically and operationally relevant with demand from operational staff. However, a stocktaking exercise conducted in March 2016 found that “the potential of learning products ha[d] not been realized”. Learning Products were mostly seen as “evaluations in disguise”. Overall, there was lack of clarity over the scope and purpose. The format of the Learning Products was not suitable to learning with insufficient attention to demand and the learning needs of WBG operational staff. Furthermore, reports were lengthy which further led to high transaction costs.
218. **In response to the stocktaking on Learning Products, IEG substantially redesigned its approach to learning by replacing them with Learning Engagements (LE).** Learning Engagements are defined as structured series of activities aimed to support WBG staff and clients in absorbing and applying knowledge from IEG evaluations. The purpose of LEs is to maximize learning that can be generated from IEG's evaluative material, especially drawing on those that otherwise may not realize their full value. In so doing, IEG aims to increase its contribution to learning at the WBG, and its clients, from evaluative evidence with the goal that this will lead to early course correction, identifying and filling the gaps in existing knowledge, higher performance, and better outcomes. Unlike Learning Products, LEs were designed to focus on outcomes, be co-owned by WBG clients from the outset, use existing evaluative evidence as the key source of information, generate outputs through an iterative process, and be determined by the needs of the users.
219. **In FY17 and FY18, a Learning Fund was established by IEG to fund this pilot with an allocation of \$750,000 in both FYs.** A Learning Fund Committee was established to review proposals for LEs and allocate resources. The Committee is comprised of the DGE, Director of Strategy and Operations, Manager of IEG's Knowledge and Communications Department, and supported by a Secretariat.

Objective of the Stock-take Exercise

220. **The assessment aimed to take stock and assess the performance of IEG's Learning Engagements since its launch in FY17.** The assessment reviewed whether LEs have been found useful, both by IEG staff and WBG counterparts, and whether they have achieved their intended purpose. The portfolio of approved LEs, internal processes, and the use of LE resources were reviewed as well.

Scope

221. **The assessment focused on the 9 Learning Engagements that were approved in FY17 and completed as of November 2017.** The scope was broadened to cover all 24 LEs that were

submitted for approval from June 2016-November 2017 to inform the section on the application and approval process.

Methodology and data sources

222. **The assessment used data from the following sources:**

- LE application and completion forms,
- Interviews with 25 staff: 9 IEG staff (TTLs and core team members of LEs); 6 IEG extended leadership team members; and 10 WBG co-sponsors,
- Budget data from the RM team.

Findings

223. **The key findings of the stock-take are summarized below:**

- There was strong support among both WBG co-sponsors and IEG staff to continue implementing LEs as a product line of IEG;
- A majority of WBG co-sponsors and IEG staff believed learning took place in the LEs;
- One of the key reasons for the strong support for LEs was the ‘non-evaluative’ environment that it creates, enabling IEG and WBG staff to learn from each other
- Specific areas for improvement were identified, including i) conducting more outreach to increase awareness within the WBG about LEs, ii) designing more innovative engagement activities; and iii) sharpening KPIs of LEs.

224. **Some of the detailed findings include the following:**

- **Purpose of LEs:** Among IEG staff and the leadership team, there was clarity on the purpose of LEs. Among WBG co-sponsors, a majority cited learning from IEG’s evidence and expertise as the purpose of LEs. Some WBG co-sponsors also cited that LEs provided the space for IEG to learn from WBG operations staff on “how things work on the ground”.
- **Design of LEs:** Responses from both WBG co-sponsors and IEG indicated that overall, LEs were designed well. Most LEs included engagement activities such as co-hosting events (workshops, BBLs), disseminating learning materials and guidance notes, publishing blogs, infographics, videos etc. Efforts can be made in designing more innovative engagement activities to enable effective learning.
- **Role of WBG co-sponsors:** As LEs were not widely known to WBG staff during the first pilot year, all the proposals in FY17 stemmed from IEG staff informing their WBG counterparts about this newly launched product line. However, once WBG staff were informed, demand and interest in working with IEG to learn from evaluative evidence was high. Furthermore, the experience from FY18 points to increasing demand from WBG staff to engage with IEG through this product. During implementation, WBG co-sponsors were involved by co-hosting workshops, BBLs, etc. While IEG prepared most of the analytical work, WBG co-sponsors contributed to the learning materials. Collaboration between IEG and WBG teams was smooth for all LEs except in one case where there were disagreements on the design of specific activities. The assessment also found one case where the

completion of a LE suffered due to a change in WBG co-sponsors. Sustained ownership by WBG co-sponsors is crucial for LEs to succeed.

- **LE outcomes:** 70 percent of WBG co-sponsors believed that learning took place through LEs. Of these, 20% mentioned that the learning that took place could have been higher if there was more time and money.
- **Collaboration:** Almost all WBG co-sponsors strongly supported LEs as an opportunity to work with IEG staff in a ‘non-evaluative’ environment. 80 percent emphasized that they highly valued the experience of working with IEG in a “non-evaluative” and “non-confrontational” environment via LEs. These co-sponsors also indicated that their perception of IEG and its staff had been positively influenced by LEs.
- **Performance Measurement:** There is room to improve the quality of KPIs as well as their monitoring and reporting. The most commonly used KPIs for LEs were number of staff attending events, post session survey results, number of downloads of blogs, learning notes, reports, etc. Baselines and targets were not provided consistently. 5 out of 9 (55%) LEs provided both baseline and target data. Only 2 out of 9 (22%) LEs fully achieved all the targets that they set out. The remaining LEs reported some performance results but had not indicated a target in their application forms.
- **Internal processing environment:** Within IEG, there was clarity on the guidance and the quality assurance process worked well. The performance of the Learning Fund Committee was rated favorably by all IEG respondents due to the quick turnaround time.
- **Resources:** The two pilot years show high demand for LEs as 96 and 97.5 percent of funds were allocated in FY17 and 18 respectively. As IEG conducts more LEs, clearer guidance will be provided by the Learning Fund Committee to ensure submission of proposals with clear and prudent budget plans and ensure the delivery of LEs is done as efficiently as possible. Funds that are unused by LE teams are reallocated to the Fund to enable additional LEs to be funded.

Recommendations

225. Based on its findings, the stock-take recommended:

- Streamlining LEs as a product line for IEG, maintaining the budget at a similar level as in the pilot years (i.e., \$750,000).
- Strengthening staff skills to improve the design of engagement activities.
- Strengthening accountability and improving the quality, reporting, and monitoring of KPIs.
- Putting in place stronger outreach efforts to enhance the impact among WBG operational staff.

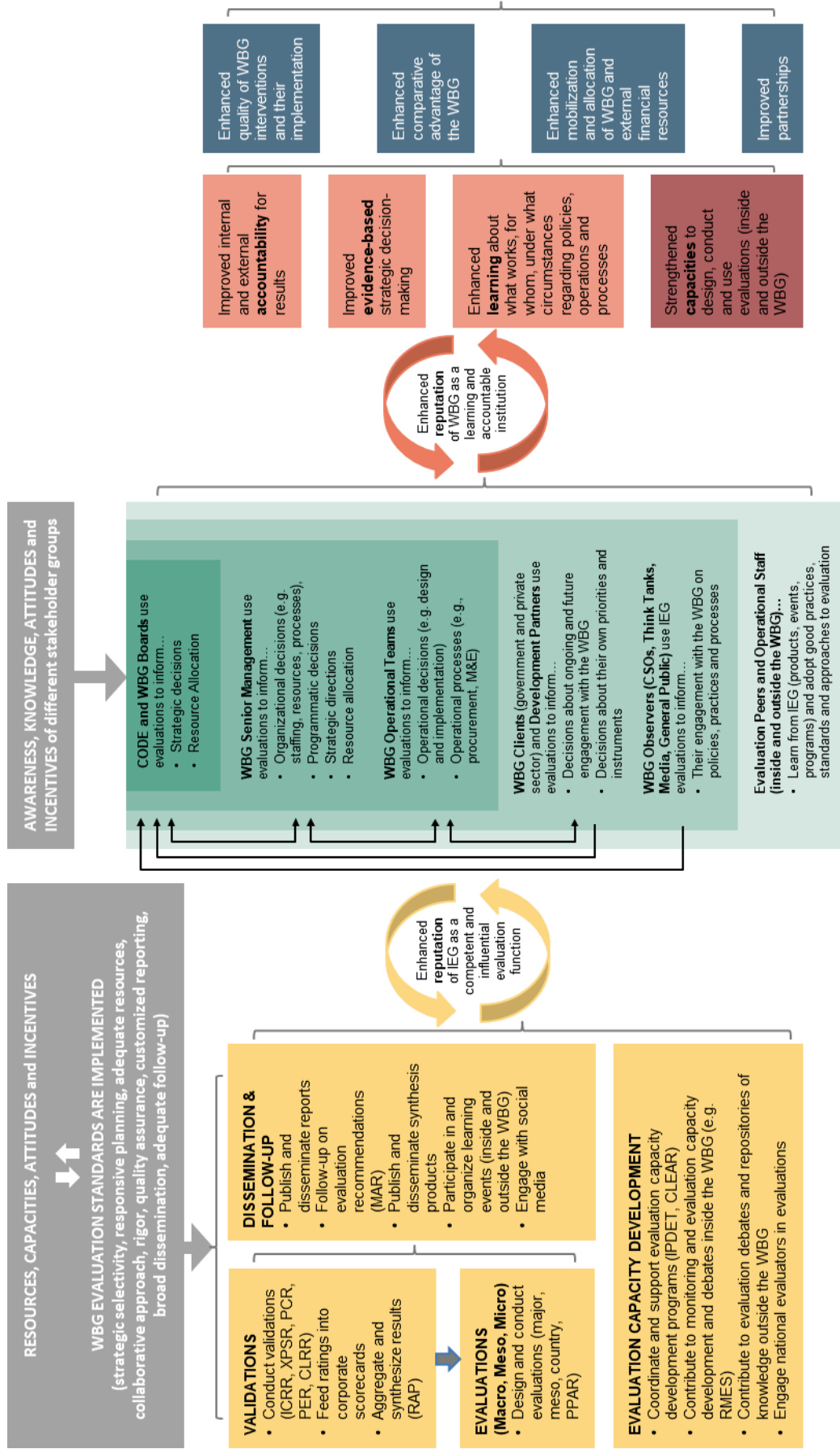
Appendix F: IEG's Theory of Change

Introduction

226. **IEG is responsible for the assessment of the relevance, efficacy, and efficiency of the WBG's operational policies and activities as well as their contribution to development effectiveness.**¹ Effectiveness is measured by the extent to which the World Bank Group (WBG) contributes to and achieves its two corporate goals -- eliminating extreme poverty and boosting shared prosperity. IEG promotes enhanced relevance and development effectiveness through learning and accountability, the main dual purposes of evaluation.
227. **Organizational performance and effectiveness are further enhanced when organizations have a Theory of Change (ToC).** Such a theory first identifies an organization's desired long-term impacts and then works backward to identify the outcomes, outputs, and activities that are required to achieve these impacts. Theories of Change help an organization define its priorities, develop and implement strategies to address these priorities, validate the allocation of resources, and facilitate the creation of annual work programs and their results frameworks. In addition, a well-crafted ToC enhances communication with key stakeholders and thus can contribute to enhanced understanding of an organization's mission and its reason for existence.
228. **While this applies to organizations in general, it is of particular relevance to an evaluation function.** The merit and worth of evaluation as an institutional function and as a source of evidence for learning and accountability is not necessarily widely understood by stakeholders. This is also true for the WBG.
229. **For these reasons IEG has developed a ToC** that maps the causal linkages between its major functions, its primary activities and corresponding key outputs delivered, the potential direct outcomes (e.g., outreach and behavioral influence among key target audiences), indirect outcomes (e.g. on the WBG's learning and accountability processes) and, finally, the causal linkages with the WBG's two corporate goals.
230. **IEG's ToC makes explicit the causal logic around how IEG operates** and how it expects to influence the behaviors of target audiences and subsequent processes of change inside and outside the WBG under certain key assumptions. In doing so, the ToC strikes a balance between being comprehensive while at the same time being sufficiently synthetic and concise, highlighting core issues while not going into unnecessary detail.
231. To sum up, as a framework the IEG ToC has the following purposes:
- To facilitate strategic reflection within IEG on work program development and how to become more relevant and effective in influencing processes of accountability and learning in the WBG (and beyond);

¹ The World Bank Group includes the International Bank for Reconstruction and Development (IBRD), the International Development Agency (IDA) (both referred to in this document as WB), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA). IEG's Director General reports to the World Bank Group's Boards of Directors.

Figure 6: Visual representation of the Theory of Change of the Independent Evaluation Group



- To facilitate communication between IEG and various stakeholder groups inside and outside the WBG, providing a basis for telling the causal story of how IEG contributes to the WBG mandate;
- To provide a basis for developing IEG’s results framework² and annual results reporting.

232. **No less important, IEG’s ToC is the result of considerable debate, discussion, and deliberation among IEG staff.** Consequently, the ToC represents a widespread consensus within IEG as well as its commitment to demonstrate the long-term utility and value for money of the WBG’s independent evaluation function. Figure 6 presents a visual representation IEG’s ToC. In the subsequent sections we will discuss its components.

The Theory behind the Theory

233. **There is no such thing as *the* Theory of Change.** The evaluation literature and our own collective evaluation experience are very clear on this: theories of change are conceptualized in different ways according to *inter alia* the purpose of the ToC and the complexity of the unit of analysis. In this case, a core variable of interest is utility: the effective utilization of evaluations by different stakeholder groups for accountability and learning purposes. The underlying theory to strengthen effective evaluation utilization is based on the premise of a ‘whole-of-evaluation-process’ approach to strengthening utility. In other words, enhancing the utility of evaluations starts out from making informed decisions about what to evaluate, who to involve in the evaluation planning and design, what methods to use, how to ensure the quality of data collection, analysis and inferences made (etc.), all the way to how to report, disseminate and follow up on the evaluation findings and recommendations. These principles are enshrined in the World Bank Group Evaluation Framework in the form of a set of standards, which, if correctly implemented, enhance the likelihood of broad-based and effective evaluation use by different stakeholder groups.

234. **Reality is complex and multiple causal pathways emanating from IEG’s work interact in various ways with a multitude of internal (to IEG, to the WBG) and external (to the WBG) factors.** A full-fledged attempt to visualize these causal linkages would be interesting for analytical purposes, yet the dense causal picture that would emerge from this would be less useful for the purposes of strategic reflection or communication. To fulfill its purposes, the visualization of the ToC should be easy to understand and as simple as possible by emphasizing the core elements, yet still be comprehensive in terms of presenting key areas of work and corresponding causal intentions.

IEG’s Areas of Work

235. **IEG’s activities and outputs can be categorized into four main areas work:** validations of WBG self-evaluations; evaluations of the WBG’s programs, corporate processes and thematic areas of work; evaluation capacity development; dissemination and follow-up. These areas of work in reality are interconnected in various ways.³ For example, validated self-evaluation reports constitute important building blocks of evaluations. In turn, past evaluation

² All the elements in the current results framework are supported (captured) by the ToC.

³ For clarity purposes, (with a few exceptions) these linkages are not visualized in Figure 1.

reports may constitute the basis for evaluation synthesis products. A final example is IEG's capacity development work, which partly builds on IEG's experience in designing, managing and conducting evaluations.

Validations of the WBG's Self-Evaluations

236. **IEG validates and provides a critical review of the evidence and results of the WBG's self-evaluations of individual projects and its work in its member countries.** For example, IEG provides independent, desk-based reviews of the Completion and Learning Reviews (CLR) that the World Bank prepares after the completion of each Country Partnership Framework. These frameworks identify the key objectives and development results through which the WBG supports member countries in their efforts to end extreme poverty and boost shared prosperity in a sustainable manner.

237. **For each of the World Bank's Implementation Completion and Results (ICR) reports, IEG also provides an independent, desk-based, critical validation** of the evidence, content, narrative and ratings included in these reports, which are required at the completion of Bank-funded operations. Similarly, IEG reviews and validates:

- Expanded Project Supervision Reports (XPSR), which the IFC uses to assess the quality of its work in structuring, appraising, supervising, and administering its investment activities in the private sector;
- Project Completion Reports (PCR), which are IFC's self-assessments of advisory services in the private sector; and,
- Project Evaluation Reports (PER), which are ex-post, self-assessments that MIGA uses to evaluate its guarantee projects.

238. **In addition to these shorter reports, IEG produces a longer annual Results and Performance Report (RAP).** Each report provides an overview of the WBG's performance and development effectiveness and summarizes the ratings that IEG has assigned to the projects and operations it has validated and reviewed during the previous fiscal year.

Evaluations

239. **IEG conducts a range of independent and comprehensive evaluations to assess how and to what extent the WBG's work is achieving its objectives.** IEG conducts thematic, sectoral and corporate evaluations (called major evaluations) to assess the WBG's relevance, efficiency and effectiveness at global and regional levels and within and across countries. Meso Evaluations have a more limited scope and shorter timelines than major evaluations and cover institutional, sectoral or thematic issues (often in relation to one of the WBG institutions). IEG assesses the WBG in individual countries over a multiyear period through Country Program Evaluations. For selected operations, including loans to member countries, IEG conducts project-level evaluations resulting in detailed Project Performance Assessment Reports (PPAR). The scope and underlying methods of these evaluations can differ (especially for Major and Meso Evaluations) depending on *inter alia* the nature of the evaluand and the intended use of the evaluation.

The Development of Evaluation Capacity

240. **A third work stream concerns IEG’s contribution to the development of evaluation capacity.** IEG helped develop and supported the International Program for Development Evaluation Training (IPDET). This executive training program provides managers and practitioners with the tools to evaluate development policies, programs, and projects. In addition, with generous support from multiple donors, IEG also created the Centers for Learning on Evaluation and Results (CLEAR). CLEAR is a global capacity development program that brings together academic institutions and partners to contribute to the use of (evaluative) evidence in decision-making in developing countries. Finally, through various trainings, events and publications IEG contributes to evaluation capacity development in the WBG (e.g. through RMES) and the broader global evaluation community.

Dissemination and follow-up

241. **To promote evaluation use and influence processes of learning and accountability, IEG employs a number of instruments and approaches.** First, major thematic, sectoral and corporate evaluations (presented to the Boards of Directors) typically include recommendations directed to WBG (Senior) Management. In turn, IEG creates a Management Action Record (MAR) that tracks how WBG Management has responded to each of the recommendations (to which Management has fully or partially agreed). Second, IEG relies on customized reporting of evaluation findings and organizes and participates in a range of events to present and discuss evaluation findings. Third, through its website, social media engagement, various publications and other learning events, IEG contributes to debates around the relevance, efficiency and effectiveness of WBG interventions.

IEG’s Intended Outcomes

Direct Intended Outcomes: Enhancing Evaluation Use

242. **The quality of IEG’s work and IEG’s ability to influence diverse evaluation stakeholder groups is a function of the available human and financial resources.** The recently developed WBG Evaluation Standards (see above) influence IEG staff attitudes and incentives, while the implementation of these standards is also conditioned by the existing capacities, attitudes and incentives. A positive feedback loop between these factors enhances the quality of IEG’s work.

243. **Each of the work streams described above seek to enhance awareness and knowledge and subsequently influence attitudes among a range of stakeholder groups.** Primary target audiences are CODE (and the WBG Boards), (Senior) Management and Operational Teams. Secondary target audiences are WBG Clients and Development Partners, WBG Observers and Evaluation Peers.

244. **CODE oversees IEG’s work, including review of the formulation and execution of its budget and annual work program.** This reporting relationship provides IEG with a space to inform the Boards’ strategic decisions and to influence how they allocate resources within the WBG. CODE and the Boards may use evaluations to signal to Senior Management certain expectations around changes in line with the findings of IEG evaluations.

245. **WBG Senior Management (WB, IFC, MIGA) may use evaluations to inform organizational decisions, strategic directions and the allocation of resources.** Moreover, Senior Management may use evaluations to signal to Operations certain expectations around changes in line with the findings of IEG evaluations. WBG Senior Management may also use evaluations in an ‘upward’ feedback loop, signaling to the Boards that evaluation findings require certain decisions or guidance from them.
246. **WBG Operational Teams use evaluations to inform operational decisions and processes. Findings from evaluations may also influence behavior of Operational Teams toward Clients or Development Partners.** An ‘upward’ feedback loop may materialize when evaluation findings or recommendations trigger a signal to Senior Management that certain decisions or guidance are needed to facilitate change.
247. **WBG Clients and Development Partners use evaluations to reflect on their engagement with the WBG.** Behavioral changes though evaluation may occur and they may send signals directly to the WBG Boards (e.g. through their representatives) as a result of evaluations.
248. **A range of WBG observers may take note of evaluations** which may trigger reactions regarding their direct or indirect relationship with the WBG. Feedback loops from evaluations may occur through signaling to the Boards (e.g. via the media).
249. **Finally, Evaluation Peers within the WBG, in the broader WBG system (including Clients, Development Partners), the ECG and the global evaluation community may learn** from a variety of IEG products and engagements. This may include direct training by IEG staff, training through IEG-supported programs, IEG products or events.

Indirect Outcomes

250. **The awareness and knowledge of IEG evaluations is mainly influenced by the quality and quantity of publication, dissemination and outreach of IEG.** Stakeholder attitudes are influenced by pre-existing perceptions of the quality and usefulness of IEG’s work. The actual quality (e.g. methodological rigor) and relevance of IEG’s work (e.g. through selectivity, timeliness) may generate a positive feedback loop between IEG supply and stakeholder take-up and use of evaluative work. A positive reputational effect gives evidence of such a positive feedback loop. By contrast, lower quality and relevance of evaluative work may lead to reduced take-up and use and may result in a negative feedback loop and reputational effect.
251. **Through behavioral change in a variety of stakeholder groups, IEG intends to influence accountability and learning processes (mainly) within the WBG.** It is expected that the effective use of evaluative evidence generated by IEG will contribute to improved internal and external processes of accountability. Moreover, the evidence base as well as the actual practice of using evidence for decision-making will be strengthened. Learning process at different levels and among different stakeholder groups around what works for whom under what circumstances will be enhanced. And finally, the capacities of stakeholders within the WBG system and outside the system (e.g. Clients, Development Partners) to manage, conduct and use evaluations for accountability and learning will be strengthened.

Final Intended Outcomes⁴

252. **A comprehensive discussion of the causal factors influencing these processes of change is beyond the scope of this ToC.** It is important to note that strengthened accountability and learning processes of the WBG will generate a positive reputational effect for the WBG. A positive feedback loop between these processes and the effective use of evaluations will sustain such an effect. By contrast, institutional inertia or reduced accountability for results may lead to lower demand for evaluative evidence and may trigger a negative feedback loop which in turn may trigger a negative reputational effect for the WBG.
253. *Through enhanced accountability and learning processes influenced by an effective use of evaluations, the WBG may benefit in multiple ways:* enhanced quality of WBG intervention design and implementation; enhanced positioning of the WBG in global and country-level institutional landscapes as a financial and knowledge institution; enhanced mobilization and allocation of WBG and external financial resources; improved partnerships to bring about change. Finally, while there are many other causal factors at play throughout the causal chain, through these hypothesized causal steps, evaluations can generate timely, catalytic and meaningful contributions toward achieving the WBG's twin goals.

The Operational Implications of IEG's Theory of Change

254. **IEG's ToC is a living document subject to review and revision, but the theory is intended to serve as a starting point and as a guide for IEG's activities and outputs.** For example, although the ToC does not limit what IEG can do, all of its activities and outputs as well as all of its resources should be consistent with the ToC and logically relate to one or more of the work streams described above. Similarly, the ToC will serve as a reference for reflecting on IEG's annual work plans, the development of IEG's results framework and the identification of measurable indicators that will permit IEG to track and report on its work. Consequently, the ToC, the work program, the results framework and the annual reporting will together provide the building blocks for *telling the causal story of IEG* – why and how evaluation matters to the WBG and beyond. Finally, the ToC complements IEG's mandate and puts into perspective – both for internal and external audiences – what IEG does and why.

⁴ For simplicity sake we exclude the indirect effects of enhanced evaluation capacities outside of the WBG system.

Appendix G: IEG Results Framework

Indicator		Baseline ⁵	Target (FY20)	Actual (FY18 ⁶)
Strategic Results				
1				
Reports the direct and medium-term outcomes that IEG is achieving in accordance to its two strategic objectives				
Accountability				
1a	IEG evaluations provide the Board with credible and relevant information to determine whether the World Bank Group (WBG)'s programs and activities are producing the expected results	63%	66%	37%
1b	IEG evaluations provide the Board with credible and relevant information to determine whether the WBG is implementing effectively its Strategy	81%	84%	75%
	Board response to client survey question: "Thinking of the IEG products you have read in the past 12 months, to what extent have they improved your understanding of the WBG's development effectiveness?"	63%	66%	37%
	Board response to client survey question: " How relevant do you think is IEG's work to the World Bank Group's overall mission?"	81%	84%	75%
	Board response to new client survey question: "To what extent were IEG's evaluations useful for you to assess the World Bank Group's development effectiveness?"	60%	63%	60%
Feedback Loops, Learning, and Knowledge				
2	IEG evaluations inform decision-making processes at different levels in the WBG to improve the development effectiveness of the WBG's programs and activities, and their responsiveness to member countries' needs and concerns	a) 22%	a) 25%	29%
	(1) Use of IEG products by the WBG - from client survey: "Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following? a) Overall use.	a) 22%	a) 25%	29%
	b) Designing or modifying lending or non-lending operations	b) 18%	b) 21%	27%
	c) Designing or modifying policies and/or strategies	c) 20%	c) 23%	19%
	d) Designing or modifying Results Frameworks	d) 24%	d) 27%	29%
	e) Providing advice to clients and/or staff	e) 26%	e) 29%	31%

⁵ Refer to Methods Note for details on calculations for Baseline and Target

⁶ Actual figure for the full FY reported unless otherwise indicated

2a	Strategic and operational debates and documents of the WBG refer to IEG evaluations	Number of WBG internal documents that refer to IEG evaluations	200	N/A	Not yet available
2b	The WBG defines and implements action plans to implement IEG recommendations	% of MAR recommendations with action plan implementation rated 'High' and 'Complete' by IEG in final MAR year	29%	N/A	62%
3	IEG evaluations support individual and organizational learning to inform mid-course corrections and continuous improvements	Use of IEG products in project design (WB Corporate Scorecard indicator)	74% of WB Projects approved in FY16 document lessons learned from various evaluation products (which includes IEG) and reflect them in the design	100%	73%
4	IEG evaluations contribute to debates and repositories of knowledge on policy interventions in the policy areas and sectors in which the WBG operates	(1) Web analytics tracking citation of IEG in IFI websites and online journals/ media (measured by Calendar Year). (2) Use of IEG products by external parties (from client survey) (3) Total IEG blog readership, Average visits to IEG publications, Views, Share, Retweet of IEG social media articles	415 47% <ul style="list-style-type: none"> IEG blog readership = 5,363 Number of reports downloaded = 6,348 Website users (sessions)= 37,581; 	N/A 50% <ul style="list-style-type: none"> IEG blog readership- 10,000/ month Number of reports downloaded- 4000/month Website users (sessions)- 20,000/ month 	349 in CY 17 63% <ul style="list-style-type: none"> IEG blog readership = 6272 Number of reports downloaded = 5334 Website users (sessions)= 20,898 *as of March 30, 2018
Evaluation Capacity Development					

5	IEG strengthens M&E capacity, systems and culture in WBG member countries through collaborative partnerships and select direct efforts	<p>(1) % of clients who rate their increase in knowledge and skills as a result of capacity building engagement as 'high' or 'significant' 4 or 5 on a five-point scale (feedback surveys from CLEAR and IPDET - see note on IPDET below)</p> <p>(2) % of clients who rate the extent to which they applied concepts learned (for training services) or adopted recommendations made (for advisory services) to make changes in their current work high or significant, as measured through tracer surveys (limited data currently, to be expanded)</p> <p>(3) % total IEG consultants that are local</p>	85% CLEAR Clients	80% CLEAR Clients	81% CLEAR Clients in FY17
Tier 2	<p>IEG Outputs</p> <p>Reflects the activities and outputs delivered by IEG that contribute to achieving its strategic objectives</p>				
<p>Accountability</p>					
1	IEG assesses whether the WBG programs and activities are producing the expected results, including global, regional, and other programs in which the WBG is a participant				
1a	IEG produces sector, thematic, and country evaluations as well as project evaluations to assess whether the WBG programs and activities are producing the expected results	# of macro, meso, and CPE evaluations produced	Macro= 7 + RAP, Meso= 0, CPE= 0	Macro=8+RAP, Meso= 3-5, CPE=3	Macro= 7 + RAP, Meso= 3, CPE= 2
1b	IEG reviews and validates self-evaluations conducted by the WBG of its strategies and operations, and conducts additional reviews as needed	% coverage of micro evaluations (PPAR, ICRR, XPSR, PCR, PER, CLR) produced	PPAR= 23%; ICRR= 100%; XPSR= 40%; PCR= 51%; PER= 100%; CLR= 100%	PPAR= 20-25%; ICRR= 100%; XPSR= 40%; PCR= 51%; PER= 100%; CLR= 100%	PPAR= 23%; ICRR= 100%; XPSR= 40%; PCR= 51%; PER= 100%; CLR= 100%

1c	IEG produces regular assessments of the WBG's results and performance and shares their conclusions and recommendations with management and the Boards	RAP report produced annually and discussed at the Board	Annual	Annual	Annual
Feedback Loops, Learning and Knowledge					
2a	IEG ensures its evaluations are widely disseminated, understood and valued by WBG management and staff	# of internal events organized to disseminate the findings of evaluations to WBG management and staff	8	10	11
2b	IEG reports periodically to the Board on actions taken by the WBG in response to evaluation findings and on measures taken to improve the overall WBG evaluation system	Quarterly reporting to CODE on MAR implementation	Quarterly	Quarterly	Quarterly
3a	IEG engages in Learning Engagements with WBG staff to help answer relevant development questions on the basis of its evaluative evidence	DGE statements sent to the Board	10	N/A	10 (as of FY18 Q3)
3b	IEG supports the development of Monitoring and Evaluation capacity in the WBG	(1) number of learning engagements carried out	11	40 (cumulative)	24 (FY17 & 18 cumulative)
3c	IEG participates in relevant learning events in the WBG and shares relevant findings, conclusions and recommendations with Bank management and staff	(2) # of staff reached in learning engagements	650+ staff	N/A	Not yet available
4	IEG organizes and participates in a broad range of learning events and debates in client countries and in the broader development and evaluation community to share evaluation findings and its experience on evaluation approaches and methods	(1) % of RMES events co-sponsored by IEG (2) Participants' feedback on the overall quality of RMES events cosponsored by IEG	50%	N/A	22%
5	IEG contributes to the management and implementation of evaluation capacity development programs for development professionals	Number of relevant learning events inside the WBG where IEG staff participate	5.47/7	N/A	5.76/7
6	IEG organizes and participates in a broad range of learning events and debates in client countries and in the broader development and evaluation community to share evaluation findings and its experience on evaluation approaches and methods	Number of relevant learning events outside the WBG where IEG staff participate	25	N/A	27
Evaluation Capacity Development					
7	IEG contributes to the management and implementation of evaluation capacity development programs for development professionals	(1) Number of activities and participants in the CLEAR program	As of FY16, No. of activities= 186; No. of Participants = 13,470	N/A	As of FY17, No. of activities= 185; No. of Participants = 23,954

	<p>(2) % of clients who rate the quality and usefulness of CLEAR trainings as 'High' or 'Significant'</p> <p>Note on IPDET: no data commitments can be made since IPDET is in transition</p>	<p>Quality = 87%; Usefulness= 83%</p>	<p>Quality = 85%; Usefulness= 85%</p>	<p>FY17: Quality = 86% Usefulness= 85%</p>
<p>Tier 3</p>	<p>IEG Performance</p>			
<p>Measures IEG's operational effectiveness and its contribution to corporate objectives</p>				
<p>Standards for evaluation planning, selection and resources</p>				
<p>Responsive planning</p>				
<p>IEG prepares its work program and evaluation plans in consultation with key stakeholders, aiming to provide timely and relevant information to stakeholders</p>	<p>(1) # of relevant stakeholders consulted during work program consultation</p>	<p>12 groups (incl. CODE, SMT, RVPs, GP VPs, IFC, MIGA, OPCS council)</p>	<p>12 groups</p>	<p>12 groups</p>
<p>(2) % of evaluation plans discussed with key stakeholders before finalization of the Approach Paper</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>
<p>(3) Client survey question: "Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the timeliness of the evaluation reports?"</p>	<p>WBG Staff= 38%; WBG Board= 49%</p>	<p>WBG Staff= 41%; WBG Board= 52%</p>	<p>WBG Staff= 49%; WBG Board=58%</p>	<p>WBG Staff= 49%; WBG Board=58%</p>
<p>(4) Client survey question: "Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the relevance of the evaluation reports?"</p>	<p>WBG Staff= 56%; WBG Board= 79%</p>	<p>WBG Staff= 59%; WBG Board= 82%</p>	<p>WBG Staff= 57%; WBG Board= 68%</p>	<p>WBG Staff= 57%; WBG Board= 68%</p>
<p>IEG avoids bunching for management and CODE in planning its work program</p>	<p>44%</p>	<p>25%</p>	<p>50%</p>	<p>50%</p>
<p>Strategic Selectivity</p>				
<p>IEG evaluations respond to the strategic, operational and/or learning needs of the WBG</p>	<p>Client Survey question: "In your opinion, how strategically aligned are IEG evaluations with the World Bank Group's goals?" (response from other audiences)</p>	<p>Not yet available</p>	<p>Not yet available</p>	<p>Not yet available</p>
<p>IEG evaluations respond to key accountability demands</p>	<p>Client survey question: "In your opinion, how strategically aligned are IEG evaluations with the World Bank Group's goals?" (response from Board members)</p>	<p>66%</p>	<p>69%</p>	<p>50%</p>
<p>Adequate resources</p>				
<p>(1) % of overall IEG budget over/underrun</p>	<p>1-2%</p>	<p>0%</p>	<p>0%</p>	<p>0%</p>

IEG manages its budget and human resources efficiently and ensures independent evaluations are adequately resourced	(2) % of major evaluation with cost overrun	63% of FY17 evaluations	0%	0%
	(3) strategic staffing conducted and in implementation	Yes	Implementation to continue	Implementation ongoing
	(4) fixed cost ratio	74%	70%	74%
	(5) Proportion of CLEAR MDTF revenue to Total Revenue	30%	20%	Not yet available
	Standards for evaluation implementation			
Collaborative approach				
IEG pursues synergies and cooperation with the WBG throughout evaluations to enhance ownership and the validity of findings	(1) % of evaluations with a PROACT or a REACT workshop	45%	N/A	60%
	(2) % of major evaluations that involve peer reviewers	100%	100%	100%
IEG pays particular attention to including local expertise to enhance the validity of findings as well as build local capacities	% total IEG consultants that are local	6%	11%	8.5%
	Rigor			
IEG evaluations are based on the best possible methodological design given real world constraints of data, time and resources	(1) Completion and implementation of the method action plan	Completion of the plan	Implementation of the plan is ongoing	Implementation of the plan is ongoing
	(2) % of IEG evaluation staff trained on relevant evaluation methodologies	59% as of FY18 Q3	100%	59% as of FY18 Q3
Quality assurance				
IEG ensures evaluations are subject to a strong quality assurance process	(1) IEG quality assurance process is enhanced	Process defined	Process implemented	Process implemented
	(2) Client Survey question: "How satisfied are you with the overall quality of the IEG products that you read in the past 12 months?"	WBG Staff= 49%; WBG Board= 64%; External= 78%	WBG Staff= 52%; WBG Board= 67%; External= 81%	WBG Staff= 59%; WBG Board= 58%; External= 80%
IEG ensures the timely delivery of its evaluations	Average Time between AP and final delivery of macro evaluations	12 months	10 months	10.5 months
IEG respects agreed service standards with WBG management	Compliance with service standards for validation delivery (CLRs, ICRRs)	As of FY17Q3: ICRRs=47%; CLRs=100%	ICRRs= 100% CLRs= 100%	As of FY18Q3: ICRRs=69% CLRs= 100%
Standards for evaluation reporting, dissemination and follow-up				

Customized reporting			51 (as of February 2018) – 24 excluding blogs
Evaluation findings are adequately reported in different formats, consistent with the needs of the target audiences	# of bite-size products produced to support the dissemination of evaluations	8	N/A
Broad dissemination			
IEG makes findings and lessons learned accessible to relevant internal and external target audiences	See Tier 2 indicators		
Adequate follow up			
IEG monitors management responses and action plans and discusses them with relevant stakeholders	Maintenance of MAR system	Yes	Yes
Contribution to corporate goals			
IEG supports the WBG simplification process	Coordinate with WBG management on ICR Reform and alignment with ICRRs	Agreement reached with management on ICR and ICRR	New ICR and ICRR rolled out
IEG contributes to the development of a WBG Evaluation Framework	Delivery of WBG EF	Annotated Agenda to CODE	CODE discussion scheduled for FY18 Q4
IEG fosters diversity and inclusion	IEG diversity index	0.57	0.63 as of FY18 Q3

IEG Results Framework – Methodology

Indicator		Baseline		Target (FY20)
Strategic Results				
1 Reports the direct and medium-term outcomes that IEG is achieving in accordance to its two strategic objectives				
Accountability				
1a	IEG evaluations provide the Board with credible and relevant information to determine whether the World Bank Group (WBG)'s programs and activities are producing the expected results	Board response to client survey question: "Thinking of the IEG products you have read in the past 12 months, to what extent have they improved your understanding of the WBG's development effectiveness?"	Sum of the top 2 favorable responses ("A Great Deal" and "Very Much") to the 2017 IEG Client Survey	Baseline + 3%
1b	IEG evaluations provide the Board with credible and relevant information to determine whether the WBG is implementing effectively its Strategy	Board response to client survey question: " How relevant do you think is IEG's work to the World Bank Group's overall mission?"	Average of the sum of the top 2 favorable responses ("A Great Deal" and "Very Much") to the 2014, 2015, and 2017 IEG Client Survey	Baseline + 3%
		Board response to client survey question: "To what extent were IEG's evaluations useful for you to assess the World Bank Group's development effectiveness?" This question was first introduced in the FY18 client survey	Sum of the top 2 favorable responses ("A Great Deal" and "Very Much") to the 2018 IEG Client Survey	Baseline + 3%
Feedback Loops, Learning, and Knowledge				
2	IEG evaluations inform decision-making processes at different levels in the WBG to improve the development effectiveness of the WBG's programs and activities, and their responsiveness to member countries' needs and concerns	(1) Use of IEG products by the WBG - from client survey: "Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following? a) Overall use. b) Designing or modifying lending or non-lending operations c) Designing or modifying policies and/or strategies	Average of the sum of the top 2 favorable responses ("A Great Deal" and "Very Much") to the 2014, 2015, and 2017 IEG Client Survey Average of the sum of the top 2 favorable responses ("A Great Deal" and "Very Much") to the 2014, 2015, and 2017 IEG Client Survey Average of the sum of the top 2 favorable responses ("A	Baseline + 3%

2a	Strategic and operational debates and documents of the WBG refer to IEG evaluations		Great Deal” and “Very Much”) to the 2014, 2015, and 2017 IEG Client Survey	
d) Designing of modifying Results Frameworks			Average of the sum of the top 2 favorable responses (“A Great Deal” and “Very Much”) to the 2014, 2015, and 2017 IEG Client Survey	Baseline + 3%
e) Providing advice to clients and/or staff			Average of the sum of the top 2 favorable responses (“A Great Deal” and “Very Much”) to the 2014, 2015, and 2017 IEG Client Survey	Baseline + 3%
2b	The WBG defines and implements action plans to implement IEG recommendations	Number of WBG internal documents that refer to IEG evaluations	3-year average for FY15-17. The calculation of this baseline will be further reviewed in FY19 to ensure the right documents are captured. Source: ImageBank	N/A
2b	The WBG defines and implements action plans to implement IEG recommendations	% of MAR recommendations with action plan implementation rated High and Complete by IEG in final MAR year	IEG uses a tag in MAR to indicate that it is the final update year for that recommendation (i.e., final year does not necessarily mean 4 th year): “active to be made inactive”. For a given year, we will measure the percentage of those that were rated High or Complete by IEG. Baseline is calculated as the average of this percentage for FY15 and FY16. Note that the current year update cycle is a year behind (e.g., FY17 is the update cycle for FY18).	N/A; these are rated based on the evidence

3	IEG evaluations support individual and organizational learning to inform mid-course corrections and continuous improvements	Use of IEG products in project design (WBG CSC)	Taken from the World Bank Corporate Scorecard Tier 3 indicator “Learning from Evaluation: Operations design drawing lessons from evaluative approaches (percent)”. Actual for FY16 used as baseline.	Taken from the World Bank Corporate Scorecard Tier 3 indicator “Learning from Evaluation: Operations design drawing lessons from evaluative approaches (percent)”. Same target as CSC.
4	IEG evaluations contribute to debates and repositories of knowledge on policy interventions in the policy areas and sectors in which the WBG operates	<p>(1) Web analytics tracking citation of IEG in IFI websites and online journals/ media</p> <p>(2) use of IEG products by external parties (from client survey)</p> <p>(3) total IEG blog readership, Average visits to IEG publications, Views, Share, Retweet of IEG social media articles</p>	<p>Average number of citations of IEG between CY 2015-2016 using Google Scholar for academic citations and Google Alerts for social media citations</p> <p>Average of the sum of the top 2 favorable responses (“A Great Deal” and “Very Much”) to the 2014, 2015, and 2017 IEG Client Survey</p> <p>Number of unique pageviews of IEG blogs, number of report downloads, and number of website users captured.</p>	<p>N/A</p> <p>Baseline + 3%</p> <p>The target is based on a combination of stretch goals and benchmarking against similar/comparator institutions in the development space (e.g. similarly sized evaluation offices and other World Bank units). In principle, we look at the targets every year, and revisit in cases where existing targets have been achieved consistently over two fiscal years.</p>
Evaluation Capacity Development				
5	IEG strengthens M&E capacity, systems and culture in WBG member countries through collaborative partnerships and select direct efforts	(1) % of clients who rate their increase in knowledge and skills as a result of capacity building engagement as 'high' or 'significant' 4 or 5 on a five-point scale (feedback surveys from CLEAR and IPDET - see note on IPDET below)	After each training, workshop or knowledge sharing activity, CLEAR Centers administer a feedback survey that asks how participants rate the	Each center has its own target, which has been set for 3 out of 6 centers.

	<p>“Increase in your knowledge/skills as a result of participating in the activity” on a five-point scale, 5 being the highest. The % provided here is the weighted average across all Centers (weighted by number of feedback providers).</p>	
<p>6-12 months after the delivery of a training or advisory activity, CLEAR Centers administer a tracer survey that asks, “To what extent have you applied the concepts learned during the training to make changes in your current work?” for training activities, and “To what extent were the specific recommendations made or advice given by the Center adopted by your organization?” for advisory activities. The % provided here is the weighted average across all Center providers).</p>	<p>6-12 months after the delivery of a training or advisory activity, CLEAR Centers administer a tracer survey that asks, “To what extent have you applied the concepts learned during the training to make changes in your current work?” for training activities, and “To what extent were the specific recommendations made or advice given by the Center adopted by your organization?” for advisory activities. There is no baseline yet as Centers are just beginning to measure this.</p>	
<p>Targets for the number of local consultants for FY18-20 were informed by data estimates for FY17 as of February 10, 2017, for which we anticipate a sizeable increase to 25 local STCs. Targets for the % of total IEG consultants that are local have been set more conservatively to account for the challenges associated with projecting the</p>	<p>Local consultants across major evaluations, PPARs, and all other products (ICRR, XPSR, CASCR, etc.) are considered in this number. This % is the total number of local consultants divided by the total number of all consultants. For the baseline, the average of the</p>	
<p>(2) % of clients who rate the extent to which they applied concepts learned (for training services) or adopted recommendations made (for advisory services) to make changes in their current work high or significant, as measured through tracer surveys (limited data currently, to be expanded)</p>	<p>(3) % total IEG consultants that are local</p>	

			percentages between FY14-16 is used.	denominator -- total number of IEG consultants.
		<p><u>Note on IPDET:</u> no data commitments can be made yet since IPDET is in transition. However annual IPDET evaluations have tracked several impact indicators for many years and this is expected to continue under the new IPDET delivery arrangement.</p>		
Tier 2	IEG Outputs			
	Reflects the activities and outputs delivered by IEG that contribute to achieving its strategic objectives			
Accountability				
1	IEG assesses whether the WBG programs and activities are producing the expected results, including global, regional, and other programs in which the WBG is a participant			
1a	IEG produces sector, thematic, and country evaluations as well as project evaluations to assess whether the WBG programs and activities are producing the expected results	# of macro, meso, and CPE evaluations produced	Macroevaluations include sector, thematic, and corporate evaluations, and the annual RAP. FY17 is used as a baseline.	Targets are based on the proposed number of macroevaluations in IEG's annual work program reports.
1b	IEG reviews and validates self-evaluations conducted by the WBG of its strategies and operations, and conducts additional reviews as needed	% coverage of micro evaluations (PPAR, ICRR, XPSR, PCR, PER, CLR) produced	The coverage rates are endorsed by CODE and approved by the Board through IEG's Annual work program discussions.	The coverage rates are endorsed by CODE and approved by the Board through IEG's Annual work program discussions.
1c	IEG produces regular assessments of the WBG's results and performance and shares their conclusions and recommendations with management and the Boards	RAP report produced annually and discussed at the Board	N/A	N/A
Feedback Loops, Learning and Knowledge				

2a	IEG ensures its evaluations are widely disseminated, understood and valued by WBG management and staff	# of internal events organized to disseminate the findings of evaluations to WBG management and staff	Internal events include large scale events such as Major Evaluation report launches, Annual/Spring Meeting events, regional events, etc.	Target is determined based on the number of major evaluations and other large-scale events anticipated annually.
2b	IEG reports periodically to the Board on actions taken by the WBG in response to evaluation findings and on measures taken to improve the overall WBG evaluation system	Quarterly reporting to CODE on MAR implementation	N/A	N/A
3a	IEG engages in Learning Engagements with WBG staff to help answer relevant development questions on the basis of its evaluative evidence	DGE statements sent to the Board (1) number of learning engagements carried out (2) # of staff reached in learning engagements	Number of DGE statements sent to the Board in FY17 As of FY17 Q4 Approximate # of staff that participated in learning engagement events that were approved and completed in FY17; does not include staff reached through blogs, articles, etc.	N/A Assuming about 10 LEs are delivered per year, this figure is the cumulative over the 4-year period- FY17, 18, 19 and 20. N/A
3b	IEG supports the development of Monitoring and Evaluation capacity in the WBG	(1) % of RMES events supported by IEG (2) participants' feedback on overall satisfaction with RMES events	RMES Together events and other RMES events where IEG participated or co-sponsored/total number of RMES events (expressed as percentage) For RMES events cosponsored by IEG, this indicator uses the average score on the post-event survey for the 3 questions in the overall quality section of the survey. The baseline will be FY17 only, because RMES Together FY15	N/A; IEG does not control the number of RMES events N/A

				and FY16 did not use the standard OLC survey format. The baseline only had data for 17/24 events	
3c	IEG participates in relevant learning events in the WBG and shares relevant findings, conclusions and recommendations with Bank management and staff	Number of relevant learning events inside the WBG where IEG staff participate		Average annual number of learning events in the WBG where IEG staff spoke / presented in FY16 and FY17	N/A
4	IEG organizes and participates in a broad range of learning events and debates in client countries and in the broader development and evaluation community to share experience on evaluation approaches and methods	Number of relevant learning events outside the WBG where IEG staff participate		Average annual number of learning events outside the WBG where IEG staff spoke / presented in FY16 and FY17	N/A
Evaluation Capacity Development					
5	IEG contributes to the management and implementation of evaluation capacity development programs for development professionals	(1) Number of activities and participants in the CLEAR program (2) % of clients who rate the quality and usefulness of CLEAR trainings as 'High' or 'Significant'		CLEAR Centers provide information on number of activities and number of participants annually through the monitoring process. After each training, workshop or knowledge sharing activity, CLEAR Centers administer a feedback survey that asks how participants rate the "overall quality" and "usefulness" of the activity on a five-point scale, 5 being the highest. The % provided here is the weighted average across all Centers (weighted by number of feedback providers).	N/A This target is set in the Project or Restructuring Papers of the Centers, after discussion between the Center and Global hub

	Note on IPDET: no data commitments can be made since IPDET is in transition		
Tier 3	IEG Performance	Measures IEG's operational effectiveness and its contribution to corporate objectives	
Standards for evaluation planning, selection and resources			
Responsive planning			
IEG prepares its work program and evaluation plans in consultation with key stakeholders, aiming to provide timely and relevant information to stakeholders	(1) # of relevant stakeholders consulted during work program consultation	Baseline includes the number of stakeholder groups consulted for the FY17 work program. These stakeholder groups have been consulted annually in past years.	The target is to maintain the number of stakeholders consulted.
(2) % of evaluation plans discussed with key stakeholders before finalization of the Approach Paper	(2) % of evaluation plans discussed with key stakeholders before finalization of the Approach Paper divided by the total number of major evaluations delivered in FY17 (and in years past).	Number of major evaluations that discuss evaluation plans with key stakeholders before finalization of the Approach Paper divided by the total number of major evaluations delivered in FY17 (and in years past).	The target is to maintain the consultation process as in past years.
(3) Client survey question: "Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the timeliness of the evaluation reports?"	(3) Client survey question: "Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the timeliness of the evaluation reports?"	Average of the sum of the top 2 favorable responses ("A Great Deal" and "Very Much") to the 2014, 2015, and 2017 IEG Client Survey	Baseline + 3%
(4) Client survey question: "Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the relevance of the evaluation reports?"	(4) Client survey question: "Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the relevance of the evaluation reports?"	Average of the sum of the top 2 favorable responses ("A Great Deal" and "Very Much") to the 2014, 2015, and 2017 IEG Client Survey	Baseline + 3%
IEG avoids bunching for management and CODE in planning its work program	% of evaluations in the last quarter	Number of major evaluations delivered in FY17Q4 divided by the total number of major evaluations in FY17	The target is to maintain an equal proportion of major evaluations delivered each quarter.

Strategic Selectivity		
IEG evaluations respond to the strategic, operational and/or learning needs of the WBG	Client Survey question: "In your opinion, how strategically aligned are IEG evaluations with the World Bank Group's goals?" (response from other audiences)	Sum of the top 2 favorable responses ("A Great Deal" and "Very Much") to the 2018 IEG Client Survey
IEG evaluations respond to key accountability demands	Client survey question: "In your opinion, how strategically aligned are IEG evaluations with the World Bank Group's goals?" (response from Board members)	Average of the sum of the top 2 favorable responses ("A Great Deal" and "Very Much") to the 2014, 2015, and 2017 IEG Client Survey
Adequate resources		
IEG manages its budget and human resources efficiently and ensures independent evaluations are adequately resourced	(1) % of overall IEG budget over/underrun	Amount of budget that was over or under the approved budget expressed as a percentage of the total approved budget in FY17.
	(2) % of major evaluation with cost overrun	Number of major evaluations that overrun their allocated budget divided by the total number of major evaluations in FY17
	(3) strategic staffing conducted and in implementation	N/A
	(4) fixed cost ratio	Total Fixed Cost divided by the total budget as of FY17
	(5) Proportion of CLEAR MDTF revenue to Total Revenue	Total revenue includes CLEAR MDTF and non-CLEAR MDTF sources such as fees for service, cash contributions from host institutions, and grants from other donors. Centers report on this indicator through their monitoring tools. Baseline data includes average for 5 centers for which data is available as of FY17.
		Baseline + 3%.
		Baseline + 3%
		The target is to not over/underrun the budget
		The target is to not overrun the allocated budget for major evaluations.
		N/A
		Target has been set by the IEG leadership team.
		This target is set in the Project or Restructuring Papers of the Centers, after discussion between the Center and Global hub

Standards for evaluation implementation

Collaborative approach

<p>IEG pursues synergies and cooperation with the WBG throughout evaluations to enhance ownership and the validity of findings</p>	<p>(1) % of evaluations with a PROACT or a REACT workshop</p>	<p>Number of major evaluations (excluding RAP and CPEs) that had a PROACT or a REACT workshop divided by the total number of major evaluations in that FY. Figures for FY16 and FY17 averaged together are used for this baseline.</p>	<p>N/A</p>
	<p>(2) % of evaluations that involve external peer reviewers</p>	<p>Number of major evaluations that involve peer reviewers external to the WBG divided by the total number of major evaluations in FY17.</p>	<p>The target should reflect current and past practice.</p>
<p>IEG pays particular attention to including local expertise to enhance the validity of findings as well as build local capacities</p>	<p>% total IEG consultants that are local</p>	<p>Local consultants across major evaluations, PPARs, and all other products (ICRR, XPSR, CASCR, etc.) are considered in this number. This % is the total number of local consultants divided by the total number of all consultants. For the baseline, the average of the percentages between FY14-16 is used.</p>	<p>Targets for the <i>number of local consultants</i> for FY18-20 were informed by data estimates for FY17 as of February 10, 2017, for which we anticipate a sizeable increase to 25 local STCs. Targets for the % of <i>total IEG consultants that are local</i> have been set more conservatively to account for the challenges associated with projecting the denominator -- total number of IEG consultants.</p>

Rigor

<p>IEG evaluations are based on the best possible methodological design given real world constraints of data, time and resources</p>	<p>(1) Completion and implementation of the method action plan</p>	<p>N/A</p>	<p>N/A</p>
	<p>(2) % of IEG staff trained on relevant evaluation methodologies</p>	<p>% of evaluation staff (excludes ACS, RM, IEGKC) that have received training on evaluation methodologies via the IEG Academy, or courses</p>	<p>100%</p>

		offered by institutions outside of WBG.
Quality assurance		
IEG ensures evaluations are subject to a strong quality assurance process	(1) IEG quality assurance process is enhanced	N/A
IEG ensures the timely delivery of its evaluations	(2) Client Survey Q11: "How satisfied are you with the overall quality of the IEG products that you read in the past 12 months?" Average Time between AP and final delivery of macro evaluations	Average of the sum of the top 2 favorable responses ("A Great Deal" and "Very Much") to the 2014, 2015, and 2017 IEG Client Survey The average number of months between esubmission of a major evaluation Approach Paper and the esubmission of a major evaluation report in FY17
IEG respects agreed service standards with WBG management	Compliance with service standards for validation delivery (CLRs, ICRRs)	Number of ICRRs and CLRs that comply with their respective service standards divided by the total number of ICRRs and CLRs as of FY17 Q3. The target is to have all ICRRs and CLRs comply with their respective service standards.
Standards for evaluation reporting, dissemination and follow-up		
Customized reporting		
Evaluation findings are adequately reported in different formats, consistent with the needs of the target audiences	# of bite-size products produced to support the dissemination of evaluations	Number of bite-size products produced for the major evaluations in FY17
IEG makes findings and lessons learned accessible to relevant internal and external target audiences	See Tier 2 indicators	
Broad dissemination		
Adequate follow up		
IEG monitors management responses and action plans and discusses them with relevant stakeholders	Maintenance of MAR system	N/A

Contribution to corporate goals			
IEG supports the WBG simplification process	Coordinate with WBG management on ICR Reform and alignment with ICRRs	N/A	N/A
IEG contributes to the development of a WBG Evaluation Framework	Delivery of WBG EF	N/A	N/A
IEG fosters diversity and inclusion	IEG diversity index	Derived from HR indicators as of FY17	Set by IEG leadership team

Appendix H: Update on IEG-WBG Management Joint Pilot Initiatives for Process Improvements on IEG's Major Thematic and Sectorial Evaluations

Background

255. **To create a constructive working environment that improves accountability and fosters learning and feedback loops, IEG and WBG management have been piloting Engagement Pilots since 2016.** At the CODE Sub-Committee Meeting of June 27, 2016, to discuss the IEG's External Review Panel recommendations, the IEG-WBG Management working group presented a document titled *Addressing Recommendation #7* of the External Review of IEG. The document proposed that WBG Management and IEG implement six *Engagement Pilots* that would suggest some modifications in the processing of major, thematic and sectorial evaluations. The objectives of the pilots were to create a more constructive working environment that improves accountability and fosters a stronger culture of accountability, learning, feedback loops, course corrections and solutions-based continuous improvement. The proposed six pilots were selected and presented to CODE by the working group in October 2016.
256. **An interim stocktaking of the pilots was conducted in FY18 by an independent consultant jointly hired by IEG and WBG Management.** The rationale for the stocktaking was to understand the early results of the pilots identifying which aspects of these pilots worked well and which did not. Below is a table that provides details for each of the pilots conducted between June 2016 - October 2017.

Summary of the stocktaking for each pilot

257. ***REACT and PROACT workshops:*** The stocktaking identified that these workshops were critical in enhancing understanding of IEG's content, providing additional opportunities for engagement, and establishing feedback loops between IEG and WBG. The stocktaking also found that the pilots' participants found PROACT to be a useful mechanism for providing input into evaluations and REACT to be an important forum to discuss implications on WBG work. However, the stocktaking also found that these workshops required additional time from IEG TTLs and technical experts and were not yet well integrated in the evaluation timetable. Among Management participants some felt that IEG did not always take feedback onboard, while some IEG participants questioned whether these workshops improved evaluation approach and provided enhanced evaluation understanding for IEG or Management. The consultant's recommendations are to: a.) replace one of the protocol meetings with a REACT workshop; b.) ensure better timing and planning for the workshops; and c.) ensure senior level participants at the workshops.
258. ***Track Your Evaluation:*** IEG created two online pages that were available to internal audiences. The stocktaking identified that lack of internal clarity in IEG on guiding what deliberative evaluation information can be shared inhibited sharing of early drafts of the evaluation findings. As such, Management participants did not find information shared by IEG useful. The stocktaking also revealed that this pilot imposed additional demand on staff time, which was a disincentive for IEG TTLs. The consultant's recommendation is to discontinue the pilot since it had negligible contribution to learning and strengthening of feedback loops.

Table 8: Type of Pilots and Evaluations

Type of Pilots	Date	IEG Evaluations
PROACT workshops - receive early feedback from Management on proposed evaluation approach and scope	March 2016	Data for Development: An Evaluation of WB Support for Data and Statistical Capacity
	November 2016	Mobilization of Private Capital
	December 2016	Engaging citizens for better development results: An Evaluation of WBG Citizens Engagement
	June 2017	WBG Support in Conflict Induced Situations of Forced Displacement
Track Your Evaluation – provide an online collaboration space to allow key internal WBG stakeholders to engage with an IEG evaluation team in an informal conversation and debate over early drafts of the evaluation	October 2016 - January 2018	WBG Support to Health Services
REACT workshops – receive early feedback from Management on IEG’s findings and recommendations and create feedback loops between IEG and Management to enhance the impact of IEG's evaluative work	June 2015	WBG Support for Financial Inclusion for Low-Income Households and Microenterprises
	December 2015	A Report on the Self-Evaluation Systems of the WBG (ROSES)
	February 2017	World Bank Support for Data and Statistical Capacity
	June 2017	The WBG's Support for Shared Prosperity
Drafting of Recommendations – conduct two distinct pilots where (i) recommendations are developed by Management-only based on IEG’s findings; and (ii) recommendations are developed by both IEG and Management based on IEG’s recommendations	May-June, 2017	WBG's Support for Urban Transport
	June 2017	The WBG's Support for Shared Prosperity
Action Plan Development – host a workshop to replace the usual meeting with IEG on the first draft of the MAR Action Plan and help jointly identify outcomes for each action	November 2016	WBG Industry-Specific Support to Promote Industry Competitiveness and Its Implications for Jobs
Adaptable Action Plan¹ - make Management's actions more flexible in response to changing circumstances around the recommendations and Management's uncertainties about the exact actions to be taken	Ongoing	A Report on the Self-Evaluation Systems of the WBG (ROSES)
	Ongoing	Learning and Results in WB Operations: Toward a New Learning Strategy (Phase II)

259. ***Drafting of Recommendations:*** The stocktaking found that WBG Management view this pilot as an opportunity to align the recommendations with WBG strategies and to pay more attention to IEG's reports. The stocktaking also identified that this pilot helped increase collaboration between IEG and the WBG and inside the WBG. However, the stocktaking also found that there was a steep learning curve by Management on how to write recommendations and better understand IEG's findings. In addition, Management drafting of recommendations may lead to deterioration of the technical quality of recommendations and weaken accountability. The consultant's recommendation is to consider the potential for Management writing recommendations, if there is collaboration between IEG and Management in doing so.
260. ***Action Plan Development Workshop:*** The stocktaking identified that this pilot provided deeper engagement between IEG and Management where Management could better understand IEG's recommendations and ensure a greater efficiency in developing the action plan. However, the stocktaking also found that not all IEG feedback was taken onboard and it was not clear whether the workshop improved the quality of the action plan. In addition, the pilot did not bring together all relevant parties and did not have sufficient senior level staff. The consultant's recommendation is to continue the pilot with some fine-tuning and reassess later.
261. ***Adaptable Action Plan:*** The stocktaking found that this pilot allows Management to make mid-course corrections by deciding whether there is a need for a new action. However, the pilot is facing a challenge in identifying or developing intermediate outcomes and therefore what to measure in implementation progress updates. Some participants expressed the view that IEG recommendations do not have clear outcomes, so that Management was not sure what actions to take. The stocktaking also surfaced that the lack of measurable outcomes hampered the assessment of progress beyond the intermediate results indicators. Overall, the stocktaking identified that it was too early to assess this pilot, particularly given that one of the evaluations, ROSES, was only in its first year of MAR tracking and implementation cycle and recommended continuing the pilot.

¹ In the Adaptable Action Plan pilot it was agreed that IEG will rate the progress towards the fulfilment of the recommendations rather than the specific actions, based on the evidence that Management presents to substantiate that the actions taken will be necessary and sufficient to move toward the directions or outcomes recommended.

Appendix I: Revised Quality Assurance Framework for IEG Major Evaluations

262. **The revised quality assurance framework serves the double purpose of enhancing the efficiency and quality of major evaluations.** The revised quality assurance framework aligns with IEG’s strategic objective of enhancing the quality and credibility of its evaluations.

- *Enhanced efficiency:* a more systematic structure for discussion and feedback to the evaluation team will lower the risk of losing scarce time and resources to ad hoc or suboptimal data collection activities. Rather than adding another layer of bureaucracy, the additional review meetings will reduce the need for ad hoc meetings as well as ex post remedial actions.
- *Enhanced quality:* periodic review, feedback and course corrections will help the team to improve the quality of design, data collection and analysis and substantiation of evaluation findings and recommendations.

Table 9: IEG Quality Assurance Framework

Steps (see note 3)	Activity	IEG staff involved	Inputs	Outcomes
Step 1	Concept note meeting - Rationale, evaluability, and scope of the evaluation	<ul style="list-style-type: none"> - Evaluation team - Manager unit - Director department (Chair) - (DGE if needed) 	Powerpoint and/or short note	Initial clarity on rationale, evaluability, scope, and team composition
Step 2	Approach paper one-stop - Rationale, evaluability and scope of the evaluation - Methodological building blocks	<ul style="list-style-type: none"> - Evaluation team - External peer reviewers - Manager unit - Director department - DGE (Chair) - Methods adviser - Representatives other units 	Draft Approach Paper	Clarity on rationale, evaluability, scope, and overall evaluation approach
Step 3	Submission of Approach Paper to CODE for Approval		Final Approach Paper	
Step 4	Methodological design meeting - Feasibility and credibility of the methodology (e.g. clarity on actual	<ul style="list-style-type: none"> - Evaluation team - Manager unit / Director department (Chair) 	Powerpoint and/or short note	Feasible and credible evaluation design and plan in place

Steps (see note 3)	Activity	IEG staff involved	Inputs	Outcomes
Step 5 (Optional)	sequencing of methods, sampling/ selection decisions, principles of triangulation) 50% review meeting - Review of progress in data collection and analysis - Review of breadth and depth of coverage of evaluation questions - Mid-course corrections where needed	- Methods adviser (Co- chair) - (DGE if needed) - Evaluation team - Manager unit / Director department (Chair) - Methods adviser (optional) - (DGE if needed)	Powerpoint	Clarity on the extent to which the evaluation is on track, making course corrections where needed
Step 6	80 % review meeting - Review of progress in data collection and analysis - Review of breadth and depth of coverage of evaluation questions - Discussion of tentative key findings and overall storyline - Minor course corrections to ensure coverage of evaluation questions and strengthen validity of findings - Identification of limitations - GO / NO GO decision on whether the team is ready for a ‘Story Telling’ workshop	- Evaluation team - Manager unit / Director department (Chair) - Methods adviser (optional) - IEGKC team - (DGE if needed)	Powerpoint	Clarity on tentative findings and the extent to which they are underpinned by evaluative evidence; making final minor course corrections where needed to strengthen the validity of findings; clarity on support for storyline development
Step 7	Draft report one-stop - Main findings and recommendations of evaluation report - Structure and quality of supporting narratives and evidence - Readability - Report finalization and dissemination	- Evaluation team - External peer reviewers - Manager unit - Director department - DGE (Chair) - Methods adviser - Representatives other units	Draft Report	Clarity on main findings and recommendations; clarity on strengths and limitations of evaluation to support evaluative findings and recommendations

Steps (see note 3)	Activity	IEG staff involved	Inputs	Outcomes
Step 8	Submission to CODE		Final Report	
Step 9	After Action Reviews	- Evaluation team - Manager unit - Director department		Lessons for future evaluations

Note 1: Formative meetings/workshops are not included in the above framework. Even though the abovementioned meetings are intended to enhance learning and improve practice, they also serve the purposes of stock-taking and informing internal IEG decision-making processes.

Note 2: The 50% review meeting is optional. Instead of this modality, informal evaluation findings workshops (current good practice in some evaluations) can be organized by the team. The 50% review meeting should be organized in case there are concerns about the progress and direction of the evaluation.

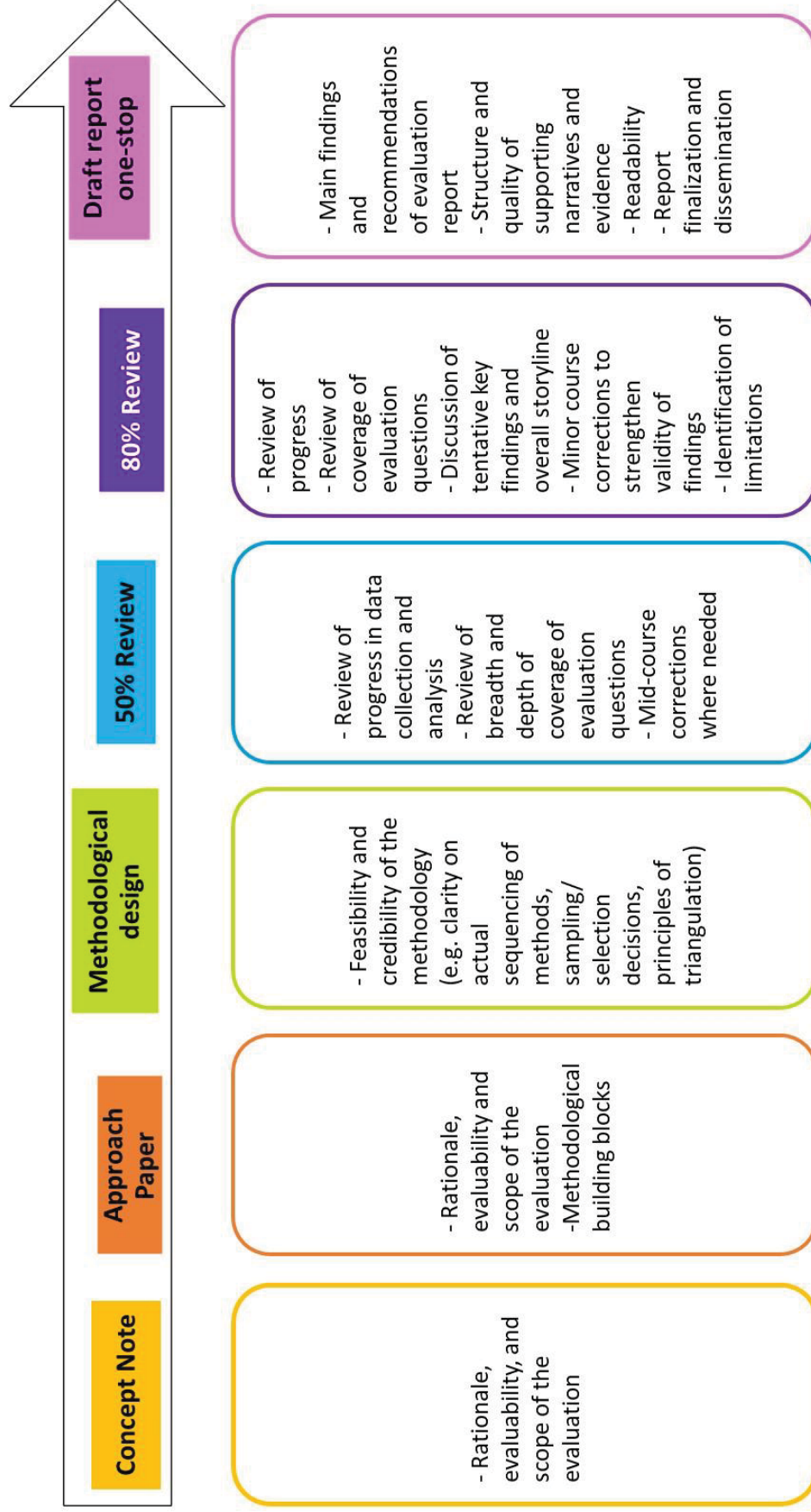
Note 3: Depending on the complexity of a major evaluation, the evaluation timeline ranges between 13 and 18 months.

Additional elements

263. Additional elements to strengthen quality assurance:

- Reflecting about team composition (i.e. experience, knowledge, and skills available within the team).
- Ongoing monitoring of quality by manager unit (in consultation with evaluation TTL and team). In case of major issues in the progress, design and/or quality of data collection and analysis, the manager may call for a review meeting with the evaluation team, the director of the department and the methods adviser (and DGE if needed).
- Introducing structured evaluability assessments on a pilot basis.
- Updating available methodological guidance.
- Offering in-house and external training on evaluation design and (specific) methods to IEG staff.

Figure 7: IEG Quality Assurance Process



Appendix J: DGE Statements to WBG Executive Directors and Management in FY17

DGE Statements to Executive Directors

- WDR 2018 on Realizing the Promise of Education for Development, January 10, 2017
- Regional Results and Performance for Europe and Central Asia, February 6, 2017
- Regional Results and Performance for Africa, February 6, 2017
- Regional Results and Performance for East Asia and the Pacific Region, February 7, 2017
- Regional Results and Performance for South Asia Region, February 7, 2017
- Global Practice Performance for the Equitable Growth, Finance, and Institutions Global Practice Cluster, February 8, 2017
- Regional Results and Performance for the Middle East and North Africa Region, February 8, 2017
- Global Practice Performance for the Human Development Global Practice Clusters, February 13, 2017
- Regional Results and Performance for Latin America and the Caribbean Region, February 14, 2017
- Operationalizing the IDA 18 IFC-MIGA Private Sector Window, April 11, 2017

OVP Comments to Management on Virtual Reviews and Bank Wide Reviews

First Quarter

- World Development Report 2017 on Governance and the Law Review Meeting, July 11, 2017
- IDA 18 Deputies Report Additions to IDA Resources Eighteenth Replenishment, August 19, 2016
- Further Details on the Proposed IFC-MIGA Private Sector Window in IDA 18
- Doing Business Report 2017, September 12, 2016

Second Quarter

- WDR 2018 Realizing the Promise of Education Bank Wide Review – November 8, 2016
- January 2017 Global Economic Prospects, November 17, 2016
- Poverty and Shared Prosperity 2017 Report, November 21, 2016

Third Quarter

- Draft Paper on Operationalizing the IDA 18 IFC-MIGA PSW, March 8, 2017

Fourth Quarter (as of May 25, 2016)

- Proposal to use the IDA 17 Regional Window to provide financing for the Pandemic Emergency Financing, April 12, 2017
- Joint WB-IMF Board Paper Review of the Debt Sustainability Framework for Low Income Countries: Proposed Reforms, May 29, 2017
- Adaptable Development Policy Financing, May 31, 2017

Appendix K: Update on Commitments made in FY18

FY18 Commitments	Status
<p>Meso Evaluations:</p> <p>A process guide will be agreed with World Bank Group management prior to the start of the first meso evaluation; it will be used in the pilot phase, and revised and formalized afterwards should meso evaluations become a regular IEG evaluation instrument. The experience with meso evaluations will be reviewed together with World Bank Group management. CODE will receive a report</p>	<p>The Meso Evaluation guidance note and protocol for engagement between IEG and WBG Management were finalized together with WBG Management’s buy-in. An assessment of the Meso Evaluation experience is being conducted. The findings from this assessment will be shared with WBG Management for comments and CODE as part of the Formal CODE/BC meeting in June 2018.</p>
<p>IFC/MIGA PPAR:</p> <p>The ongoing review of the PPAR instrument will inform the way in which this business line will be adjusted before IEG continues or modifies its implementation.</p>	<p>IEG has concluded its review of the IFC/MIGA PPAR (see Para. 31) and will seek to make the necessary adjustments to the implementation of this product line based on feedback from Management and CODE prior to implementation in FY19.</p>
<p>Learning Engagements:</p> <p>Given the high demand for Learning Engagements, IEG proposes to continue the pilot in FY18, and to assess the pilot before end-FY18</p>	<p>An assessment of the LE pilot has been conducted. The findings (see para 35) have been shared with WBG Management and agreement reached on the value to mainstream LE going forward.</p>
<p>PPARs:</p> <p>IEG completed in FY17 an update of the methodology and procedures for PPARs. A new template will be piloted in FY18 to enhance readability and accessibility, and greater emphasis placed on outreach.</p>	<p>The new template has been rolled out (see Para. 53</p>
<p>Advisory Services and Analytics (ASA):</p> <p>In FY17, IEG developed guidelines for evaluating the World Bank’s ASA projects, which were discussed with World Bank management. The FY18 Carbon Finance evaluation, in particular, will use these criteria to evaluate ASA projects in its portfolio review. The criteria will also be piloted in ASA projects in the Trade & Competitiveness sector in the form of a learning engagement.</p>	<p>The Carbon Finance ASA pilot exercise was conducted. It used an objectives-based approach by categorizing carbon finance technical assistance and capacity building activities to mirror the guidelines’ main objectives to the extent feasible. However, lack of substantial data in the CF ASA portfolio due to the trusted funded nature of CF which does not follow standard WBG practices for M&E and data documentation, the pilot alone could not provide sufficient evidence to lead to qualitative ratings on the effectiveness of ASA outcomes. The pilot was complemented by desk reviews of major</p>

FY18 Commitments	Status
	<p>ASA initiatives for capacity building as well as field based case studies, expert interviews and external reviews to fill the gaps and assess the overall performance of the ASAs.</p> <p>The learning engagement to pilot the ASA guidelines in T&C is ongoing and is expected to be completed by the end of FY18.</p>
<p>PCRs/ PERs/ XPSRs:</p> <p>IEG updated the guidelines for IFC self-evaluations and is in the process of updating the equivalent MIGA guidelines. The revised guidelines for advisory PCRs and investment XPSRs are under implementation and IEG is working with IFC to provide needed training. The guidelines for MIGA’s PERs are being revised and will be implemented in FY18. With MIGA, IEG is also developing evaluation standards for MIGA’s Non-honoring of Sovereign Financial Obligations.</p>	<p>This has been done (see Para. 56)</p>
<p>Building on its FY17 agreement with GOKMU for IEG evidence to be included in the Knowledge Packages provided to operational staff at key steps in the project cycle, IEG will explore packaging IEG lessons to World Bank Group staff transitioning to new roles, such as newly appointed country directors, for example.</p>	<p>IEG piloted two models for proactively sending IEG knowledge to newly appointed country managers. Both approaches provided the country’s PPARs for the past ten years, its most recent CLR, and an interactive data visualization of IEG ratings of the country’s projects over the past 10 years. In the second model, IEG also provided a synthesis of the key messages from the PPARs. Responses from the country managers were all positive, and IEG plans to expand this pilot.</p>
<p>IEG will also continue its efforts to increase system efficiency, and will undertake phase two enhancements to the ICRR system, continue to enhance the user experience for the Management Action Record (MAR) system, and explore options for a new Access to Information tracking system while Lotus Notes is decommissioned.</p>	<p>Final changes to the ICCR model are being implemented. The MAR system enhancements for a better user experience were completed in FY17. In FY18, the vendor is tweaking some of the reporting features and addressing some glitches that surfaced as a result of last year’s enhancements. IEG has completed requirements for a new MAR system to be built in FY19. Migrating the IEG Access to Information system to the Archives system is on track to be completed by end of FY18, when the IEG Lotus Notes systems will be decommissioned.</p>

FY18 Commitments	Status
<p>IEG will be piloting a strategic review of the MAR regarding three themes for which there have been many evaluations over several years: environmental sustainability, private sector development, and managing for results.</p>	<p>IEG has completed the strategic review of the MAR for the three areas indicated. The results from the environmental sustainability have been included in the 2017 RAP report. The results from learning/ results will be scheduled for a discussion with CODE in FY18. Lastly, the private sector development review has also been completed and will be shared with key stakeholders in WBG Management.</p>
<p>IPDET:</p> <p>In FY18, IEG will complete its strategic reset of IPDET by:</p> <ul style="list-style-type: none"> • Identifying a new delivery model for the renewed IPDET program. The new model will be more sustainable and will incorporate the updated curriculum developed in FY17. • In FY18, IEG will explore and assess options around what IPDET could be, with input and guidance from the evaluation community, donors, and IPDET’s supporters over the years, with a view to delivering the next IPDET program in the summer of 2018. 	<p>This has been accomplished (see Para. 71</p>
<p>Beyond its leadership in CLEAR and IPDET, in FY18–20, IEG will:</p> <ul style="list-style-type: none"> • Continue to scale up the use of local talent in IEG evaluation work, as members of evaluation teams and as peer reviewers, when feasible, following the targets set up for FY18–20. • Continue to provide good practice notes and other relevant tools drawn from IEG evaluation work, and broaden IEG’s learning engagements with operational staff to help strengthen M&E systems in World Bank Group operations. 	<p>Both have been done (see Para. 76</p>