



**IEG**  
INDEPENDENT  
EVALUATION GROUP

**WORLD BANK GROUP**  
World Bank • IFC • MIGA

# IEG WORKPROGRAM AND BUDGET (FY20) AND INDICATIVE PLAN (FY21–22)

## ABBREVIATIONS AND ACRONYMS

ASA	Advisory Services and Analytics	MfD	Maximizing Finance for Development
CAP	Climate Action Plan	MIC	Middle-Income Countries
CCPE	Clustered Country Program Evaluation	MIGA	Multilateral Investment Guarantee Agency
CLEAR	Centers for Learning Evaluation and Results	OPCS	Operations Policy and Country Services
CLR	Completion and Learning Review	PCR	Project Completion Report
CLRR	Review of Completion and Learning Review	PER	Project Evaluation Report
CODE	Committee on Development Effectiveness	PforR	Program for Results
CPE	Country Program Evaluation	PPAR	Project Performance Assessment Report
CPF	Country Partnership Framework	PSW	Private Sector Window
D&I	Diversity and Inclusion	PSEA	Protection from Sexual Exploitation and Abuse
DECKM	Development Economics Knowledge Management Unit	RAP	Results and Performance Report
DGE	Director General, Evaluation	SDGs	Sustainable Development Goals
ECD	Evaluation Capacity Development	SOE	State Owned Enterprises
FAP	Forest Action Plan	WB	World Bank
FCR	Fixed Cost Ratio	WBG	World Bank Group
FCS	Fragile and Conflict-affected Situation	XPSR	Expanded Project Supervision Report
FCV	Fragility, Conflict and Violence		
FY	Fiscal Year		
GBV	Gender Based Violence		
HR	Human Resources		
ICR	Implementation Completion and Results		
ICRR	ICR Review		
IDA	International Development Association		
IEG	Independent Evaluation Group		
IFAD	International Fund for Agricultural Development		
IFC	International Finance Corporation		
IPDET	International Program for Development Evaluation Training		
LE	Learning Engagements		
MAR	Management Action Record		
M&E	Monitoring and Evaluation		

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## **IEG PROPOSED WORK PROGRAM AND BUDGET (FY20) AND INDICATIVE PLAN (FY21–22)**

### **Executive Summary**

#### **Strategic Directions for FY20-22**

To maximize its relevance and value added for the World Bank Group (WBG), IEG will align its work program with WBG strategic priorities. IEG also aims to maintain a clear line of sight with the WBG mission and the Sustainable Development Goals (SDGs), as well as with commitments made in the IBRD and IFC Capital Packages and in the context of IDA replenishments. Furthermore, IEG will keep an increased focus on outcomes, countries, clients, and beneficiaries in its work, and aim to foster a greater outcome orientation throughout the WBG.

To achieve this strategic vision, IEG will focus its work program on the key development effectiveness questions that the institution and its clients are most concerned about. For each of these questions, we will strive to answer “why”, “how”, “where”, “when”, and “for whom” specific interventions or programs have achieved results or not. By working more closely with operational units and other evaluation initiatives across the WBG, we will seek to significantly enhance IEG’s value added for the Board and WBG management.

#### **Proposed Work Program**

The work program will be anchored around a series of “streams”, building evidence over time on connected themes and trying to bridge between project, country, sector and strategic impact: Fragility, Conflict and Violence (FCV), Gender, Maximizing Finance for Development, Human Capital, Climate Change, Growth and Transformation. In addition, IEG will work along an ‘effectiveness’ cross-cutting stream, aimed at examining systemic issues in WBG effectiveness, as well as working towards building a stronger outcome focus for WBG operations and strategies.

Using a strict selectivity framework, IEG has identified potential topics for evaluations in FY20-22. Senior management has confirmed interest in each of these potential topics. In view of the Board’s desire for greater emphasis on country-level evaluation, IEG is planning to increase the number of Country Program Evaluations (CPEs) and to review its approach. IEG will also conduct an extensive review of its project-level validations and evaluations to seek opportunities to enhance their value for the WBG.

The proposed work program addresses the issue of absorption capacity of the Board and management by reducing the number of larger evaluations produced per year. In addition, IEG will endeavor to spread the delivery of these evaluations per quarter, and to work towards improving the formats of its evaluation reports and enhancing their use. Finally, IEG plans to scale up its Evaluation Capacity Development (ECD) efforts substantially.

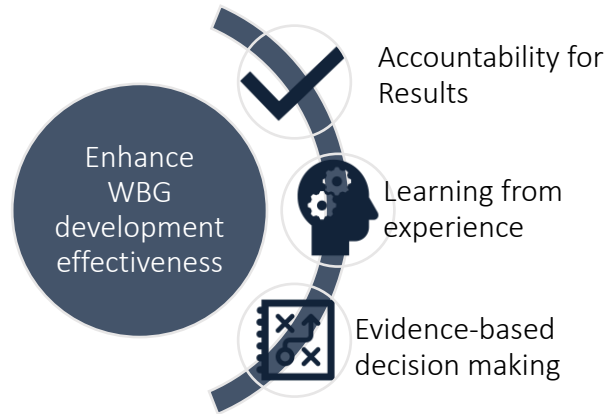
#### **Budget Request**

With the implementation of significant efforts to enhance the value for money of its work for the WBG, IEG’s business request for FY20 is flat in real terms at \$38.8 million WBG budget to be approved by the Board and \$0.7 million to be financed by trust funds. The shares of contributions from each of the three institutions (World Bank, IFC, MIGA) remain broadly unchanged from prior years.

## Chapter 1: IEG's Strategic Vision and Objectives

### 1. OVERALL STRATEGIC VISION

1. **IEG aims to enhance the development effectiveness of the WBG by fostering accountability for results, learning from experience, and evidence-based decision making.** To do so, IEG conducts independent evaluations, aimed at assessing WBG development results and identifying lessons to enhance results going forward.



2. **To maximize its value to the WBG, IEG aligns its work program with WBG strategic priorities.** IEG aligns its focus to areas that WBG shareholders and senior management consider most relevant for the institution, as expressed in IDA18 and 19 replenishment and Mid-Term Review documents, the WBG 2013 Strategy, the Forward Look, the 2018 IBRD and IFC Capital Package documents, and the IFC 3.0 Strategy.

3. **IEG also aims to maintain a clear line of sight with the WBG mission and the SDGs and an increased focus on outcomes, countries, clients, and beneficiaries.** Enhancing IEG's contribution to understanding effective pathways to achieve the Bank's mission of eliminating poverty and boosting shared prosperity and the SDGs will be achieved by closely mapping IEG's evaluations to its mission objectives and to the SDGs they can contribute to and ensuring adequate coverage of the SDGs overall. In addition, IEG will work towards more systematically identifying results and lessons at country, client, and beneficiary levels and at fostering a stronger outcome orientation in the WBG.

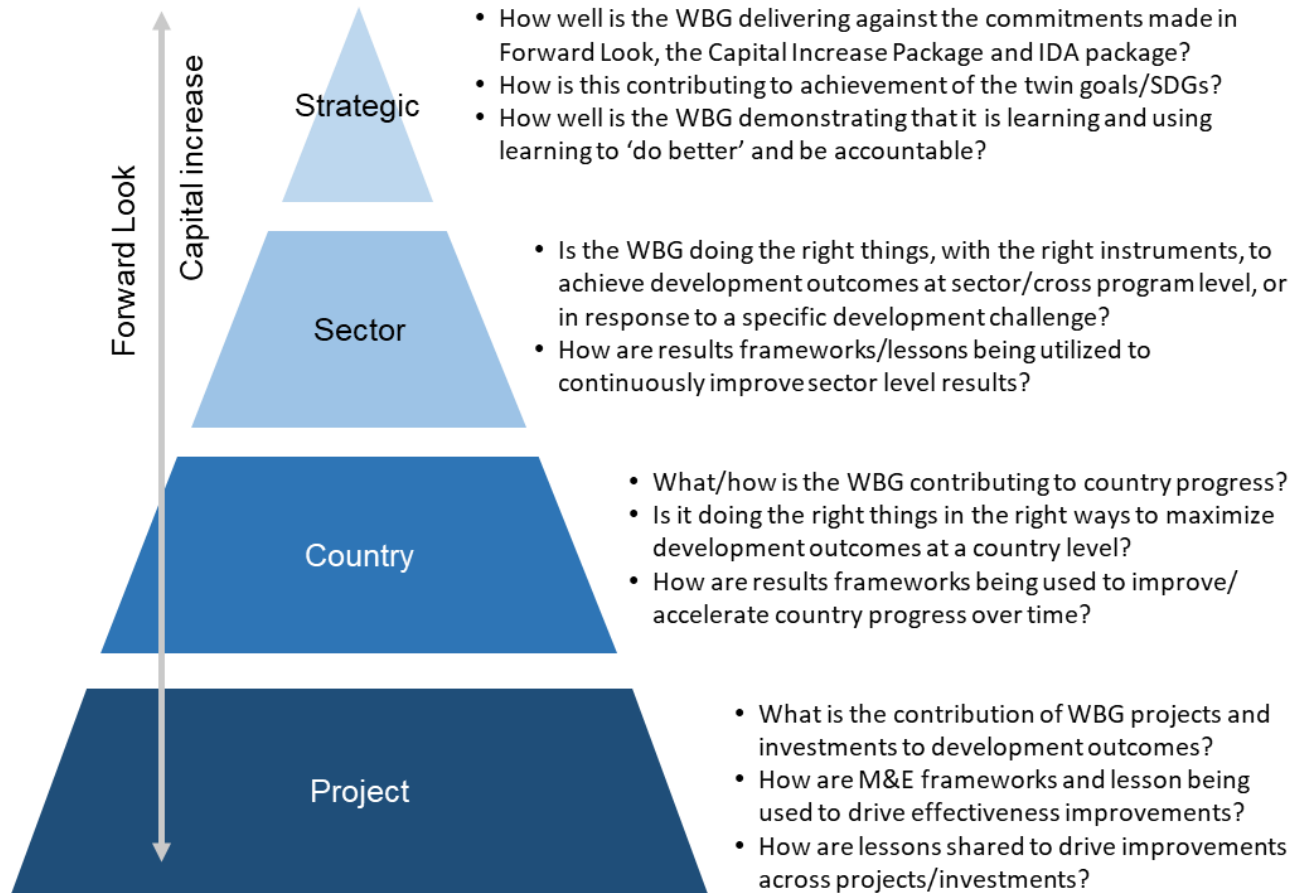
### 2. WORK PROGRAM OBJECTIVES

4. **To achieve its strategic vision, IEG will focus its work program on the key development effectiveness questions that the institution and its clients are facing.** For each of these questions, we will strive to answer "why", "how", "where", "when", and "for whom" specific interventions or programs have achieved results or not. We will also aim to help the institution understand what is needed to successfully tackle complex and systemic problems in its country, regional and global engagements, as well as addressing areas of persistent underperformance and identify key drivers thereto. We will aim to address development effectiveness questions that span the WBG work at different levels (Figure 1).

5. **By working more closely with operational units and other evaluation initiatives across the WBG, we will seek to significantly enhance IEG's value added for the Board and WBG management.** IEG will apply an enhanced engagement strategy throughout the life cycle of its

evaluations, to ensure it addresses questions and learning needs most pertinent to WBG operational teams and senior management, and to create a shared understanding about its main findings and recommendations. IEG will also coordinate closely with other evaluation and monitoring units across the WBG, including IAD, to avoid duplications and leverage synergies.

**Figure 1: Development Challenges at Project, Country, Sector and Strategic Levels**



### 3. WORK PROGRAM FORMAT

6. **IEG plans to deliver on these objectives through a work program embedding adequate flexibility to deploy the right instrument to each specific development question.** We will seek to adjust the scale and scope of our evaluations according to theme or topic covered, and tailor them to the most critical operational needs, bringing in existing and new evaluative evidence as best suited to answer the question. It will also provide us with flexibility to be nimbler and provide just-in-time contributions to the institution.

7. **Thus, IEG will simplify its product line to evaluations, validations, and Learning Engagements (LEs).** IEG will stop classifying its products in terms of major, meso and micro

evaluations and syntheses, while continuing to build on the best features of them, particularly the meso evaluation. IEG will also continue to balance its focused evaluations with cross-sectoral/ institutional evaluations.

**8. IEG will use evaluations and Learning Engagements strategically to complement each other, best answer development questions, and leave room for just-in-time advice.** For instance, IEG will use project level evaluations strategically (by selecting themes) to build knowledge for future thematic evaluations and share knowledge on types of projects or interventions with management. IEG will also select a few key Learning Engagements ex-ante to answer pre-identified strategic questions, while leaving funds unallocated to answer questions from management during the year.

**9. IEG will review its project level validation and evaluation work in FY20.** With about 20 percent of its total budget allocated to project level validations (ICRRs, PERs, PCRs, and XPSRs) and evaluations (PPARs), IEG will conduct a thorough review of their costs and value added for the institution. The review will assess the appropriate coverage rates of Bank, IFC and MIGA projects; the rating methodology; the use and impact of project level products for the WBG; and options to enhance their contribution to the WBG learning and effectiveness. At the end of FY20, IEG will provide CODE a proposal for a revised approach.

**10. In FY20 IEG will also review the format, frequency, and methodology of the Report on the Results and Performance of the WBG (RAP report).** The RAP can be made more insightful and deliver clearer and more relevant messages for the Board. Therefore, IEG will explore improvements to the RAP and come back to CODE with a revised proposal in FY20. The proposal will consider CODE's request to provide the Board from time to time with a clear snapshot of WBG development results as a tool to support Board monitoring.

**11. Throughout its work, IEG will continue to innovate, use data and technologies creatively, and select robust methods to support its evidence.** IEG has been using data innovatively in several recent evaluations (use of drones, geo-mapping, text analytics, etc.) and will continue to think differently about how it uses data in the future, including using big data and machine learning opportunities.

**12. IEG's current results framework, which reports on areas where performance has improved and lagged, will be revised to incorporate the proposed shifts in strategic focus and work program format.** IEG's current results framework (Annex B), shows that while there has been uptake of evaluations among external parties, there is room to improve the use of evaluations, especially among the Board. Significant efforts have been made to organize outreach events and Learning Engagements. Furthermore, IEG has met most of its targets in its Evaluation Capacity Development (ECD) initiatives. A revision of the results framework is planned in FY20 to reflect the proposed shifts in the strategic focus and work program format.

**13. Finally, as requested by the Board following the RAP 2017 discussion, IEG has been working with management to strengthen the system of IEG recommendation and management follow-up** to ensure the system leads to enhanced development effectiveness

through accountability for results and learning from evaluation. To do so, the reform aims to lead to a system where a focused set of highly strategic recommendations, with a clear potential to enhance the development effectiveness of the WBG, is agreed and implemented, with strong commitment from IEG, CODE, and management. Thus, IEG will only make recommendations when its findings and conclusions reveal a compelling need to enhance the WBG's development effectiveness. Typically, such recommendations will be generated from thematic evaluations. Other evaluations would usually not include recommendations, but they could include selective recommendations if IEG deems it necessary to address development challenges. On the other hand, the way in which management action plans are prepared and reported will be substantially strengthened.



## Chapter 2: Proposed Work Program

### 1. SELECTION FRAMEWORK

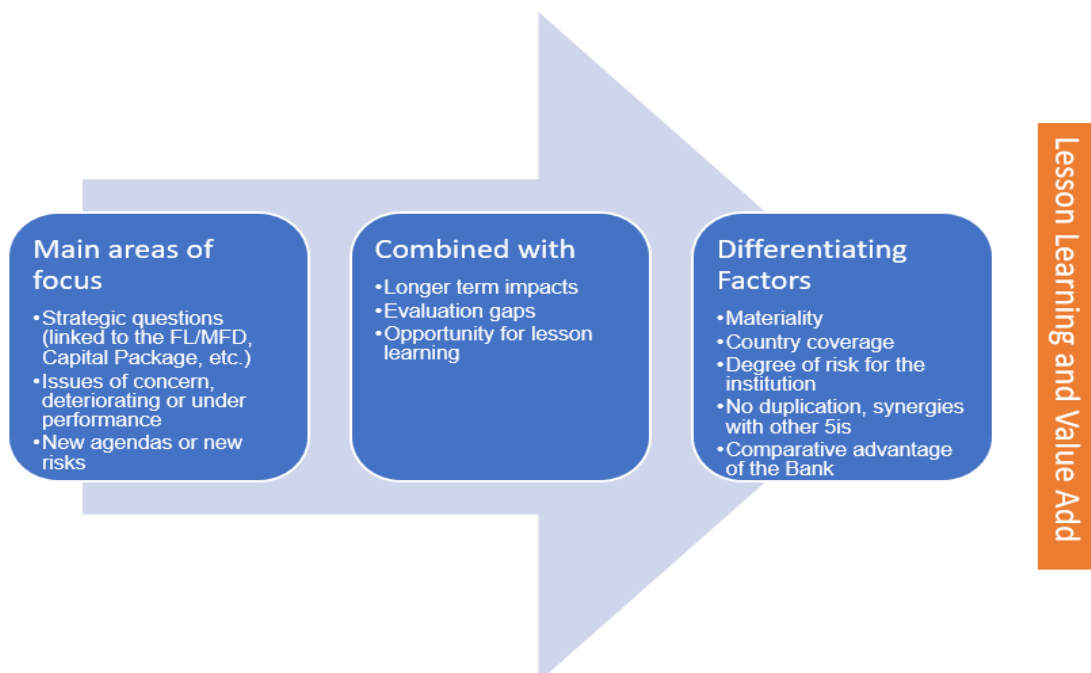
14. **IEG undertakes several levels of consultation, analysis, and review to select the areas of focus for its work program.** This includes a strategic document literature review, an evidence gap analysis, and broad consultations with Bank shareholders (through the Committee on Development Effectiveness, CODE) and WBG Senior Management.

15. **With a clear selectivity framework, we aim to enhance our focus on the most relevant development questions for the institution** (Figure 2 and Annex C), including i) strategic questions and commitments resulting from the 2013 WBG Strategy, the Forward Look, IDA replenishments, IFC 3.0., and the Capital Package, ii) issues of concern or of deteriorating/under-performance, and iii) new agendas or risks.

16. **In addition, IEG focuses part of its work on more permanent agendas, and areas with greater potential for learning.** While we aim to accompany the Bank in new initiatives and emerging priorities through evaluations, we will also keep an eye on its longer-term work to ensure impacts are optimized everywhere.

17. **To make choices between potentially competing options of focus, we use concepts of materiality and risk as differentiating factors.** This allows us to focus on areas most likely to affect WBG success going forward. We will also make sure to select a range of development questions relevant to a broad set of regions and WBG clients, and avoid duplications with other entities, especially the other accountability units of the WBG.

Figure 2: IEG Selectivity Framework

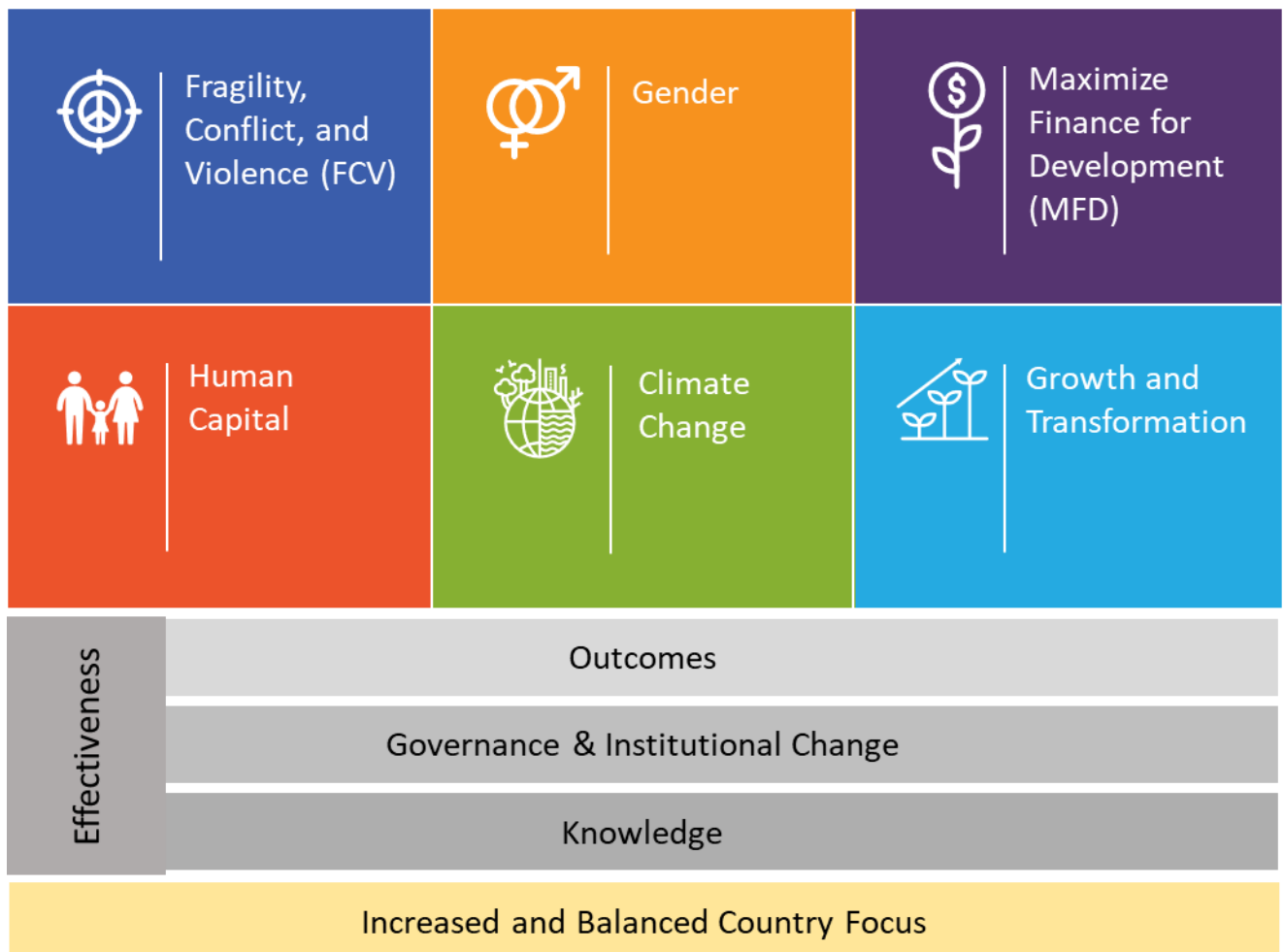


## 2. WORK STREAMS

18. In alignment with the WBG’s most recent strategic documents, IEG will organize its work program for FY20-23 around 6 thematic “work streams”: **FCV, Gender, MFD, Human Capital, Climate Change, and Growth and Transformation**. By structuring the work program around thematic *streams*, we will aim to build a connected body of evaluative evidence that tackles issues at the corporate, sector, and intervention level. In each stream (Figure 3), IEG will help the WBG answer important development questions, leveraging evaluations and learning engagements, to generate a body of relevant evidence.

















19. In addition, IEG will implement an ‘effectiveness’ cross-cutting stream, aimed at **examining cross-cutting systemic issues in WBG effectiveness**, including specific instruments, policy frameworks, corporate initiatives and action plans, as well as building a stronger outcome focus for WBG operations and strategies and making the knowledge bank a reality. The stream will also focus on enhancing the effectiveness of institutions in client countries and improving governance.












Figure 3: IEG Work Program Streams, FY20-23



20. **The interconnections between the 6 work streams and cross-cutting thread will be analyzed through the Results and Performance (RAP) report.** While the proposed work streams are distinct areas that have been strategically prioritized by the WBG and IEG, there are significant interlinkages among them. IEG proposes to assess the WBG's overall development effectiveness across these streams through the annual RAP report.
21. **Using the selectivity framework described above, IEG has identified topics for Thematic and Focused Evaluations in FY20-22** (Table 2). Senior management of the WBG have confirmed interest in each of these topics and identified development questions facing the institutions and its clients for each. Combined with its existing evaluation stock (Annex A), the proposed combination of topics will enable IEG to form a body of evaluative evidence under each stream to enhance lesson learning by the institution.
22. **Through the streams, IEG will maintain attention to commitments made in the IBRD and IFC Capital Packages and specific evaluations requested by Bank Group shareholders.** The 6 work streams lend themselves to building evidence on many of the commitment areas of the Capital Packages. This compilation of evidence will enable IEG to prepare an evaluation of progress in the implementation of Capital Package commitments in Year 5 of its implementation, as agreed with Bank shareholders. IEG is also aware of specific evaluations requested by Bank shareholders that will be planned in FY23 and beyond, including of the P4R instrument, the Environmental and Social Framework, and the Procurement Framework.
23. **In addition, IEG will evaluate areas relevant to the IDA 18-19 Replenishment Themes to provide timely inputs to the IDA 19 Mid-Term Review and the IDA 20 discussions.** IEG's proposed work streams on Gender, FCV, Climate Change, and Growth and Transformation are aligned to the IDA Special Themes and will help inform future IDA discussions. For the IDA19 MTR, IEG plans to assess the IDA Private Sector Window effectiveness and additionality.
24. **Some cross-sectoral issues, such as gender and governance, will also be mainstreamed where relevant in IEG's work.** Regarding governance, several proposed evaluations across the streams will feed into this critical IDA theme, including our planned evaluations on domestic resource mobilization, building effective institutions (which will cover corruption), social service delivery, review of P4R, and country program evaluations. Gender will continue to be mainstreamed in IEG's evaluations and our CPEs will include a focus on gender where relevant.

Table 1: IEG, Proposed Evaluations FY20-23+

STREAMS		SDG GOALS	FY20	FY21	FY22	FY23+
Gender			Gender Equality in FCVs (E)		Gender Strategy (TE)	PSEA/GBV
Fragility, Conflict, and Violence (FCV)			<ul style="list-style-type: none"> <li>• Post Conflict Reconstruction &amp; Re-engagement (E)</li> <li>• CPEs of FCV countries (CPE)</li> </ul>	<ul style="list-style-type: none"> <li>• IFC/MIGA in IDA/FCV countries (TE)</li> <li>• CPEs of FCV countries (CPE)</li> </ul>	<ul style="list-style-type: none"> <li>• Resource-rich FCVs (E)</li> <li>• CPEs of FCV countries (CPE)</li> </ul>	FCV Strategy
Climate Change		    	Natural Resources Degradation (TE)	Solid Waste Management (TE)	<ul style="list-style-type: none"> <li>• Water Resources Management (E)</li> <li>• Disaster Risk Reduction (E)</li> </ul>	<ul style="list-style-type: none"> <li>• Climate Action Plan</li> <li>• Forest Action Plan</li> </ul>
Maximizing Finance for Development (MFD)			Mobilization of Private Capital (TE)	<ul style="list-style-type: none"> <li>• Domestic Resource Mobilization (E)</li> <li>• IDA Private Sector Window (E)</li> </ul>	Blended Finance (TE)	<ul style="list-style-type: none"> <li>• Catalyzation of private finance</li> <li>• Foreign Direct Investments</li> </ul>
Human Capital		  	Aging (TE)	<ul style="list-style-type: none"> <li>• Stunting (TE)</li> <li>• Social Protection in FCV (E)</li> </ul>	High Fertility (TE)	<ul style="list-style-type: none"> <li>• Social Services Delivery</li> <li>• Human Capital Project and Index</li> </ul>

STREAMS		SDG GOALS	FY20	FY21	FY22	FY23+
Growth and Transformation		    	<ul style="list-style-type: none"> <li>• Urban Spatial Growth (TE)</li> <li>• Structural Transformation (TE)</li> <li>• SOE Reforms (TE)</li> <li>• Crisis Preparedness (TE)</li> <li>• Disruptive Technology WBG Readiness (TE)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Agricultural Transformation</b> (TE)</li> <li>• <b>Financial Inclusion</b> (TE)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Jobs and workers</b> (TE)</li> <li>• <b>Lagging Regions</b> (cluster CPE)</li> <li>• Building National Innovation Systems (E)</li> </ul>	Migration
Outcome		 	RAP	<ul style="list-style-type: none"> <li>• RAP</li> <li>• IFC Additionality in MICs (TE)</li> <li>• Results Agenda Review (E)</li> </ul>	<ul style="list-style-type: none"> <li>• RAP</li> <li>• Effectiveness of MIGA Strategic Partnerships (E)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Tackling Extreme Poverty</b></li> <li>• <b>Shared Prosperity (Update)</b></li> <li>• RAP</li> <li>• Capital Package</li> <li>• AIMM and IMPACT</li> </ul>
Governance & Institutional Change			WBG Decentralization Effectiveness (E)		<ul style="list-style-type: none"> <li>• Building Effective &amp; Accountable Institutions (TE) [will include corruption]</li> </ul>	<ul style="list-style-type: none"> <li>• P4R</li> <li>• Other lending/ guarantee instruments</li> <li>• ESF</li> <li>• Procurement</li> <li>• SCD/CPF Update</li> </ul>
Knowledge						<ul style="list-style-type: none"> <li>• KM Strategy</li> <li>• RASs</li> <li>• Learning from failures</li> </ul>

Note: T- Thematic Evaluation | E- Other Evaluation | CPEs - Country Program Evaluations. This table does not include PPARs and learning engagements which will also be used to build knowledge on the streams.

\* These evaluations would be planned in and after 2023 as suitable | In red, evaluations particularly relevant to the Bank twin goals.

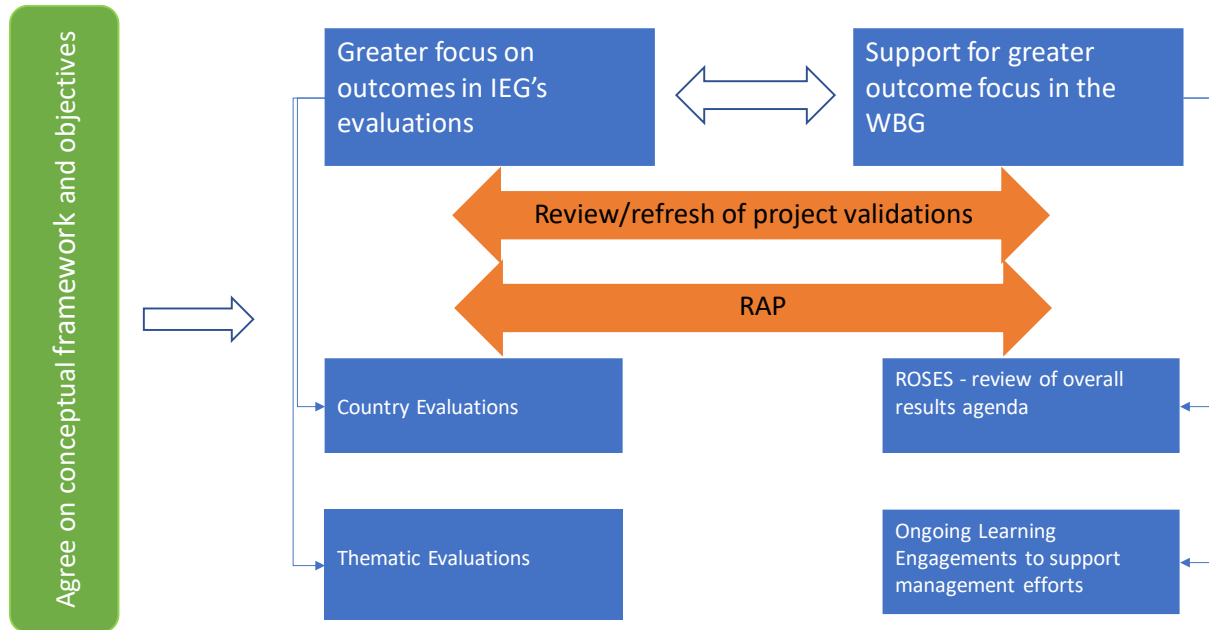
### **3. COUNTRY PROGRAM EVALUATIONS (CPEs)**

25. **With the Board having expressed a desire to see greater emphasis on country-level evaluation, IEG is reviewing its approach to CPEs.** To enhance usefulness for informing Bank operations, IEG will shift to shorter, more focused CPEs, prepared at an early stage to inform the design of subsequent CPFs, and anchored at the level of the country partnership. With this approach, IEG can expand the number of CPEs undertaken per year without increasing the unit cost of a CPE. In FY20, IEG will begin work on four CPEs. To achieve balance across country groups over time and to give enough attention to important themes such as FCV, IEG intends to launch CPEs in FY20 for Bangladesh, Chad, Madagascar, and Ukraine. In FY20, a notional pipeline of CPEs will be articulated for FY21. Our intention will be to conduct a total of 5 CPEs per year starting in FY21, which represents about 15-20 percent of the number of new CPFs per year.

### **4. PROPOSED WORK ON OUTCOME ORIENTATION**

26. **IEG will work closely with WBG management to propose a way forward in driving the outcome orientation agenda of the WBG to the next level.** CODE has prioritized the importance of steering the WBG to generate better information on the results and impacts of its operations, extending beyond attribution to contribution, and fostering an even stronger culture of results in the institution. This increased outcome orientation will involve a significant re-thinking of the way the WBG and IEG assess development results and will require close collaboration.

Figure 4: IEG's Support to WBG Results Agenda





27. **IEG will contribute in different ways to foster greater outcome orientation in the WBG** (Figure 4). In its own work, IEG will enhance its focus on how WBG operations are contributing to development outcomes and will review validation methodologies to ensure compatibility with, for instance, IFC's AIMM and MIGA's IMPACT frameworks. IEG will also plan to conduct an evaluation of the WBG Management for Results agenda, to identify gaps and opportunities. Finally, IEG will engage in a series of Learning Engagements with WBG management to support a more thorough review of what is needed to identify and communicate development outcomes.

## 5. KEY STRATEGIC QUESTIONS AND TOPICS WE ARE PROPOSING TO ANSWER

28. **IEG aims to base its FY20-22 work program on key questions whose answers can enhance the WBG's ability to achieve intended development outcomes.** While answering

these questions, IEG will also seek to assess how the WBG is learning from evidence and using evidence in decision making.

<b>Streams</b>	<b>Questions</b>
 <p>Fragility, Conflict, and Violence (FCV)</p>	<p>How well the WBG is using its lending and non-lending instruments to support sustainable poverty reduction in countries affected by fragility.</p> <ul style="list-style-type: none"><li>• How well is it collaborating, leveraging the private sector, and working with other development partners to maximize the impact of its support and ensure alignment with the SDGs?</li><li>• Is the Bank adequately addressing the nexus between development and humanitarian aid?</li><li>• How effectively is the WBG investing in and sharing knowledge and learning about what works to enhance effectiveness?</li><li>• How effective is the WBG in establishing social protection systems in FCV countries?</li><li>• Are these systems providing adequate foundations for the provision of other services?</li><li>• Does the WBG have suitable policies and risk appetite to match its ambitious plan to scale up in FCVs?</li><li>• Do we need a presence in-country to be effective?</li><li>• What lessons can evaluation shed on what works in post conflict reconstruction?</li><li>• How and in which areas can the WBG engage to support sustainable peace?</li><li>• How best can the World Bank re-engage after a regime change or other such event?</li></ul>
 <p>Gender</p>	<p>How well and how consistently has the WBG has been tackling the costs of persistent gender inequality through its operations and knowledge work.</p> <ul style="list-style-type: none"><li>• How well is it tackling the barriers to progress?</li><li>• How effectively is the WBG drawing on evidence of what works to support stronger gender-related development outcomes?</li><li>• How well are different parts of the WB integrating a gender lens in their operations?</li><li>• Is the gender tag helping drive incentives?</li><li>• How effective has the WBG approach been in tackling issues such as gender-based violence, women’s access to jobs and economic resources, and their representation and voice in FCV countries??</li><li>• How effective has the WBG been relying on women as agents of change?</li></ul>



**Streams**

**Questions**



Maximize Finance for Development (MFD)

- How effective has the institution formed partnerships to advance gender equality?

How effective is the WBG in combining its various instruments in the public and private sector to mobilize and catalyze greater financing for development?

- How effective is the Bank in:
  - supporting domestic resource mobilization (including IDA and FCV countries)
  - mobilizing private capital directly and indirectly, and
  - catalyzing private finance through upstream interventions?
- How effective is the collaboration among various WBG entities and practices to address this multi-faceted problem?



Human Capital

IEG will aim to help the Bank meet the ambitious goals it has established in the Human Capital Project by fostering learning and course correction along the way.

- As progress will require cross-sectoral initiatives spanning various human development sectors, and significant non-lending efforts (including convening, analytical and advisory work), IEG will aim to answer how well the Bank is tackling various thematic issues that may prevent achievement of key human capital project goals, such as stunting, poor service delivery, outdated social protection systems, and high fertility



Climate Change

How effectively is the WBG moving towards its capital package and Climate Action Plan (CAP) commitments?

- What is the effectiveness of WBG strategies and interventions to address issues of natural resources degradation, solid waste management (including ocean plastic pollution), disaster risk reduction, and water resources management, nationally, regionally, and globally, and ensure sustainable growth while mitigating critical human and environmental risks?



Growth and Transformation

How effective is the Bank in supporting the creation of quality jobs, inclusive growth, and structural transformation towards higher productivity activities?

- Relevant IDA papers highlight the importance of increased agricultural productivity, spatial transformation and urbanization, and growth in manufacturing and other non-agricultural sectors to increase productivity, export, job creation, and ultimately inclusive growth.
- How effective is the WBG has been in fostering agricultural transformation, including boosting agricultural productivity to increase food security and farmer income, and transforming agriculture value chains and making them more inclusive?

**Streams**

**Questions**

- 
- How effective is the WBG in supporting reallocation of resources towards higher value-added industries towards and within the manufacturing or services sectors? Understanding the respective contributions of the IFC and the Bank, and how well they can leverage each other, will be important questions in this regard.
  - What cross-sectoral approaches work to generate more and better jobs, and are they set up efficiently to be effective in this area?
  - How well is the Bank embracing the potential offered by new disruptive technologies in its work and advice to clients?
- 



Effectiveness

- Outcomes
- Governance & Institutional Change
- Knowledge

IEG will aim to help the Bank implement its strategy to become a “better bank” and significantly enhance its focus on results. The stream will be organized around three areas of work.

1. How can First, IEG will aim to help assess the degree of outcome orientation of the WBG and identify how the WBG’s culture of results could be fostered even more.
  2. Second, a stream on institutional effectiveness will aim to review the effectiveness of internal reform efforts and policy changes. This stream will also aim at assessing how well the Bank is addressing governance challenges, fostering institutional changes in client countries, including building effective and accountable institutions and fighting corruption.
  3. Third, a last stream of work will focus on assessing how well the Bank is doing in being a Knowledge Bank that generates relevant local, national, regional and global knowledge relevant to its clients.
- 

**6. PROJECT-LEVEL VALIDATIONS AND EVALUATIONS**

29. **In FY20, IEG will conduct a thorough review of its project-level validations and evaluations (“Micro-products”) including their quality, use, cost, methodology, and value-add and will present recommended changes to CODE for implementation in FY21.** The review will aim, among others, at determining an optimal coverage rate by IEG validations of WBG self-evaluations. It will also aim to enhance the value added of these products for the WBG, especially in terms of lessons learning and feedback loops, as well as their overall value for money. The review will be conducted by independent consultants and will seek perspectives from the Board and management.

30. **Pending results from this review, for FY20 project level validations and evaluations will build on existing frameworks, while implementing a few early measures to enhance relevance and use.** Coverage rates of WBG self-evaluations will not be changed from FY19

(Table 3), but IEG will cluster PPARs around themes (e.g., IFC blended finance, nutrition, biodiversity, and energy efficiency) to enable the identification of relevant lessons across similar projects and the production of summary reports (e.g. on biodiversity). The WB PPAR pilot to improve structure and format aimed at increasing their learning potential for operational task teams will be continued. P4R ICR reviews were introduced in FY18 and will continue. In FY19, IEG completed revisions to the guidelines for MIGA Project Evaluation Reports (PERs) to include MIGA Non-Honoring of Financial Obligations instruments. Furthermore, IEG will continue to partner closely with OPCS on various platforms- CPF Academy, Operational Clinics, and the Results Forum- to disseminate lessons from CLRRs to inform the outcome orientation of CLRs and new CPFs.

**Table 2: Project and country level validations and evaluations**

Product	FY19		FY20 (projection)	
	Coverage	Count	Coverage	Count
WB PPARs	19%	50	20–25%	51
IFC/MIGA PPARs	-	5	-	5
ICRRs	100%	223	100%	250
XPSRs	40%	111	40%	92
PCRs	63%	85	51%	50
PERs	100%	17	100%	16
CLRRs	100%	20	100%	20

## 7. LEARNING ENGAGEMENTS

31. **IEG began mainstreaming its Learning Engagements in FY19.** These are *demand driven* (with proposals co-sponsored by operational management counterparts) and *learning focused* (with outputs taking the form appropriate to user need: good-practice notes, online guides, presentations, workshops, training modules, infographics, videos, or short papers) just in time knowledge sharing services. Since inception in FY17, IEG and the WBG have delivered roughly 36 learning engagements (Annex D). Demand for this product continues to increase among WBG operational teams, highlighting the institutions' desire to learn from IEG's evaluative evidence.

32. **In FY20-22, IEG plans to conduct some Learning Engagements on specific topics to inform the proposed work streams.** In FY20, Learning Engagements on 'M&E frameworks in FCV', 'the WB organizational effectiveness to deliver on its jobs agenda', 'the WB organizational effectiveness to deliver on its water agenda', 'M&E Frameworks suitable to IDA countries', 'South-South Exchanges', and the 'quality of ASAs' are proposed to inform the work streams on FCV, Growth and Transformation, Climate Change, and the development effectiveness cross-

cutting thread, respectively. Other Learning Engagements will be determined, as in the past, based on interest from management and IEG’s selection criteria.

33. **IEG will also use Learning Engagements to respond to the learning needs of the Board.** Thus far, Learning Engagements responded to requests from WBG management. Given the high demand for learning among Executive Directors and their offices, IEG will extend the use of this instrument to respond to the Board as well.

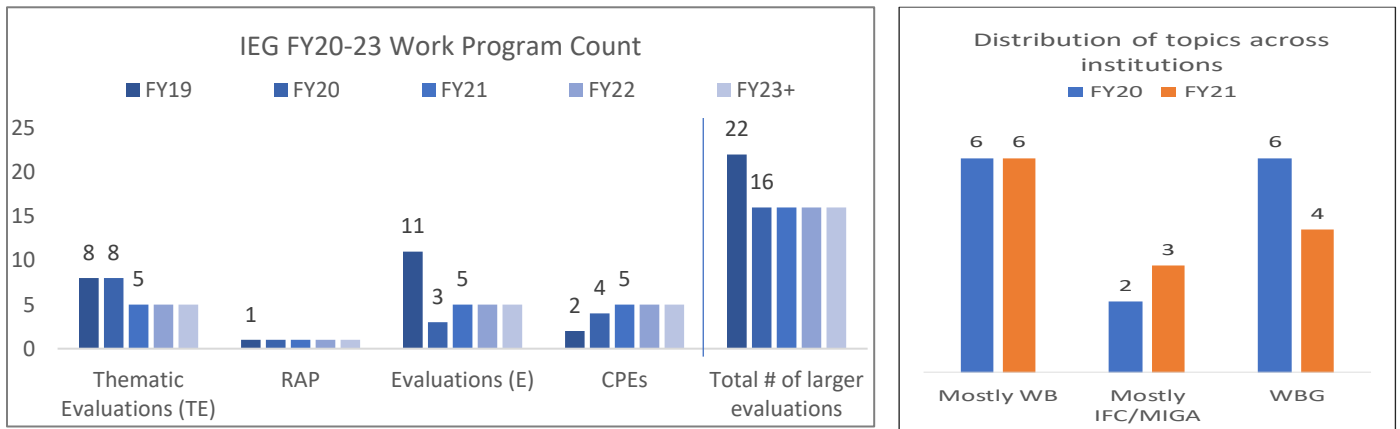
34. **Overall, IEG plans to do more Learning Engagements, and combine formal Learning Engagements with increased informal opportunities for lesson learning** via BBLs/Workshops and other modes of engagements with WBG operational staff.

**8. OVERALL WORK PROGRAM COORDINATION AND SCOPE**

35. **The proposed work program has been developed in close collaboration with the Internal Audit Vice Presidency (IAD).** Both IEG and IAD have work programs that need to align with the strategic priorities of the institution, which increases the risk of overlaps in the topics that are evaluated and audited. As a result, IEG and IAD collaborated closely during the consultation phase of the work program development to ensure complementarity and avoid duplication of work. IAD’s audits and advisory reviews aim at assessing risk while IEG’s evaluations focus on assessing development results. Given the nature of their work, typically IAD reviews processes during implementation, while IEG reviews their impact ex-post.

36. **Overall, the proposed work program addresses the issue of absorption capacity of the Board and management by reducing the number of larger evaluations produced per year by more than 25 percent,** from about 22 to 16 in the medium term. In addition, IEG will endeavor to spread the delivery of these evaluations per quarter, and within quarter, per month, to alleviate the weight on management and the Board. Furthermore, IEG will work towards improving the formats of its evaluation reports and enhancing their use (Chapter 4). Finally, the work program proposes a balanced focus on the various institutions of the WBG.

**Figure 5: IEG work program count and distribution of topics across the institutions**



### Chapter 3: Evaluation Capacity Development

37. **IEG will build on the successes of its ECD work in the coming years through five primary roles:** building M&E capacity, convening, generating and brokering knowledge, developing best practices, and promoting innovations, with the ultimate objectives to promote better M&E practices and capacity in client countries.

38. **Building M&E Capacity:** IEG drives two capacity-building initiatives, the International Program for Development Evaluation Training (IPDET) and the Centers for Learning on Evaluation and Results (CLEAR) Initiative. Since their inception, both programs have had substantial impacts globally: in 2018 CLEAR reached 28,277 participants in 66 countries, and IPDET has trained more than 5,000 participants from 150 countries to-date. Both programs have been going through strategy-development processes to identify their comparative advantages in the marketplace and position themselves for future growth.

- A new strategy for CLEAR will aim at optimizing its delivery of M&E public goods and enhance value for money. The current MDTF funding the CLEAR Initiative will close in 2021, and in response IEG has led CLEAR Centers in developing a strategy to be implemented from FY20. This includes the harmonization of core services, creating more consistent CLEAR deliveries across centers to generate deeper impact and strengthen the initiative's brand, an increased focus on long term systemic impacts, the expansion of regional partnerships, the development of an efficient governance structure, and financing based on a hybrid model with donor funding and self-generated revenue. IEG will coordinate efforts to implement this strategy.
- IPDET, which is offered at the University of Bern, in partnership with the Center for Evaluation at the University of Saarland, will expand its reach to the Global South through a decentralization strategy based on partnerships. This includes (but is not limited to) working with the CLEAR Centers, whose increasing cooperation with IPDET has been driven by IEG's ECD team.



39. **Convening:** Taking advantage of IEG's leadership position in the M&E space, IEG's ECD team will expand its role in bringing stakeholders and communities together around the

importance of M&E – mainly through events, forums and conferences. The recent *gLOCAL Evaluation Week* initiative is an example to be scaled up, in which IEG is leading CLEAR Centers in inviting as many institutions as possible around the world in organizing thematic M&E events during a designated week - a cost-effective approach that leverages IEG's influence in this sphere. About 250 events will be organized in five continents during the 2019 gLocal Evaluation Week.

40. ***Generating and Brokering Knowledge:*** IEG intends to expand its role in the dissemination of evidence, especially through the creation of online platforms and knowledge repositories.

41. ***Developing best practices:*** IEG is in a unique position to influence which competencies and skills are considered core for evaluators, M&E specialists and institutions. Large-scale training programs, such as the Program in Rural M&E (PRiME) implemented by the CLEAR Centers with support from the International Fund for Agricultural Development (IFAD), can help achieve this by creating curricula that become global references. IEG intends to scale-up these initiatives, ultimately impacting the standards that other players (ECD providers, volunteer organizations for professional evaluation – VOPEs, among others) adhere to.

42. ***Promoting innovations:*** Building on its unique position to garner highly qualified technical human capital, IEG intends to expand its role as an incubator of innovative practices and methods for evaluation. Overarching topics to be tackled include (but are not limited to) systems approaches, case-based methods (especially in the context of causal analysis), using new data (e.g. social media data, geospatial data, other types of big data), and new approaches for data analytics and visualization.

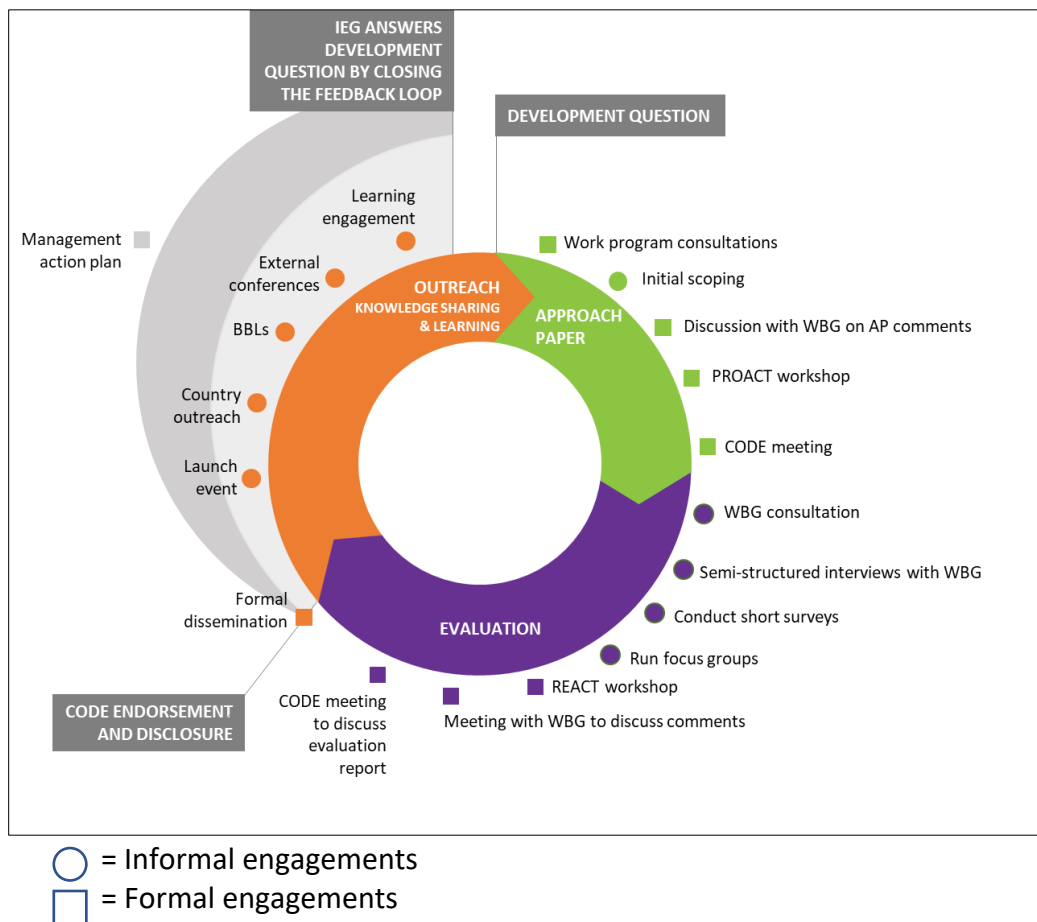
## Chapter 4: Evaluation Use

43. **To increase evaluation use, IEG will implement several measures** to step up its engagement throughout the evaluation lifecycle; improve how it packages its knowledge; and adapt its outreach to better reach WBG operational staff and external audiences at different levels, in different locations, and with customized messages.

### 1. INCREASE ENGAGEMENT THROUGHOUT THE EVALUATION LIFECYCLE

44. **IEG’s leadership team will support staff in increasing their engagement with counterparts throughout an evaluation’s lifecycle.** The roadmap below will be shared with staff, and models when such engagement has been done well will be shared across IEG. In addition, planning for such engagement, including closing the loop with country counterparts, will take place during the evaluation’s design stage. Closer working arrangements with key operational units and with other evaluation initiatives across the WBG will increase our understanding of IEG’s value add.

**Figure 6: IEG Enhanced Engagement Cycle**



## 2. IMPROVE HOW IEG PACKAGES ITS KNOWLEDGE

45. **As IEG introduces more flexible approaches to answer strategic evaluation questions, it will adapt how it chooses to present its findings.** Overall, the FY20 focus will be to produce shorter, more message driven products. IEG will push even further in its experiments with product styles, including visual summaries, online courses, job aids, blog series, and modular documents designed for specific audience needs. To support its staff in producing these products, IEG will provide coaching, technical writers, models, and access to industry experts.

46. **Furthermore, IEG will continue its collaboration with the DECKM and IFC KML teams to ensure relevant IEG knowledge is embedded in online knowledge packages of the WB and IFC.**

## 3. ADAPT OUTREACH TO BETTER REACH USERS

47. **In FY19, IEG continued to evolve its outreach approach to include more targeted, differentiated communication of its findings.** IEG mainstreamed custom outreach to key audiences, sending emails to World Bank Vice Presidents, Country Directors, Country Managers, and Chief Economists to alert them to recent evaluations of special interest to their area of work. IEG also hosted targeted technical briefings and participated in 11 regional outreach engagements.

48. **The web metrics confirm that multi-pronged, customized, intensive outreach can significantly increase attention to IEG findings.** For example, over a seven-month period, IEG's *Engaging Citizens for Better Development Results* evaluation received almost 2,500 page views and 1,078 report downloads. The TTL's engagement with counterparts throughout the evaluation's lifecycle and the extensive outreach, including multiple events and online posts, likely drove much of the user attention to this report.

49. **IEG will also aim to get relevant, accessible findings and lessons directly to operational staff throughout the WBG to enhance lesson learning and feedback loops.** Examples include:

- Emails to newly appointed Country Directors and Country Managers with IEG information on their country;
- Increasing reach with GE-GH level operational staff through evaluation-specific technical BBLs;
- Joining regular Bank, IFC, and MIGA management team meetings to present IEG findings;
- Coordinating *About IEG* briefings to regional staff during evaluation missions;
- Participating in key events hosted by WBG operational counterparts and other development organizations;
- Hosting informal technical briefings for CODE or the Board on key IEG findings;
- Delivering online-only launch events of CPEs.



50. **With these above efforts, IEG expects to see a meaningful increase in use of its evidence.** In FY20, IEG will also introduce a process and tool to systematically capture, store, and report on such successes.

## Chapter 5: Budget Request

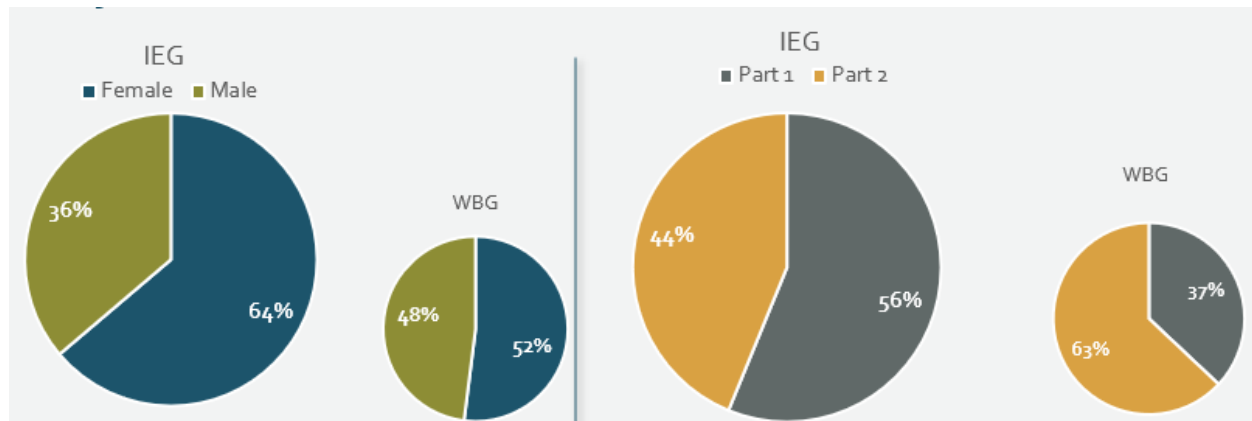
### 1. HUMAN RESOURCES

51. **IEG has 105 full-time staff, a 6 percent decrease compared to FY18.** This results from IEG's sustained efforts to decrease its headcount to lower its fixed cost ratio to 70-72 percent by FY21 and gain nimbleness in terms of resources management.

52. **This is being managed through a strict strategic staffing plan and continuous workforce planning.** IEG's leadership team is committed to adhere to its strategic staffing plan which is monitored on a semi-annual basis. The plans include staffing targets by department and grade to be reached in FY21, that will ensure IEG's overall fixed cost ratio falls from 75 percent at end FY18 to 70-72 percent in FY21. The plan further ensures a reduction in IEG's GH complement from 18 percent in FY17 to about 11 percent by FY21. Furthermore, with 58 percent of staff on open-ended contracts, IEG is below its target of 60 percent.

53. **IEG has a strong gender compact but is below target on Part II and SSA/CR nationality targets and is committed to uphold its D&I compact** (Figure 4). IEG has a larger proportion of women overall than the WBG, and an equal proportion of men and women in its management team. Women make up 67 percent of total staff and more than 55 percent of the GF+ technical pool. On the other hand, IEG has a higher proportion of part 1 nationality staff overall and is below its diversity targets for Part II managers and SSA/CR staff numbers. This results partly from the lower pools of evaluators in the global south. Furthermore, as in the rest of the WBG, the proportion of women and Part II staff decreases with seniority. IEG's leadership team is committed to reaching its diversity targets by embedding its D&I compact in all its hiring plans.

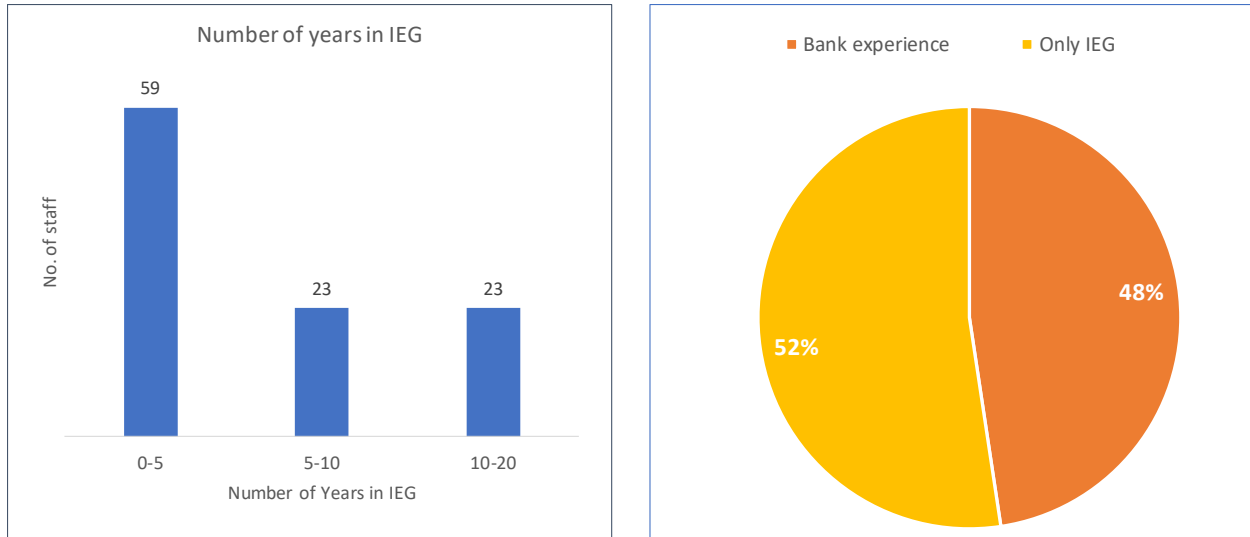
Figure 7: IEG Staff Diversity



54. **Through active staff mobility and career development planning, IEG has seen a significant rejuvenation of its staff in recent years.** IEG's management team has implemented efforts to promote IEG staff mobility within the WBG, including through DAIS, staff swaps, staff mapping to professional networks, etc. As a result, IEG has benefited from a substantial rejuvenation of his staff, with a large proportion of staff having worked in IEG for less than 5

years. This has also enabled IEG to increase the proportion of its staff with prior operational experience. However, staff mobility and finding career opportunities outside IEG remains an issue for some staff, especially at mid-senior grade levels.

**Figure 8: IEG Staff Experience and Years of Service**



## 2. VALUE FOR MONEY

55. **IEG has embarked on significant efforts to maximize the Value for Money it generates for the WBG** through efforts focusing both on creating additional value for the WBG (the numerator) and on reducing costs (the denominator).

56. **Value-add for the WBG is being enhanced through several measures**, including i) changing our work program and investing in use value, ii) greater engagement with WBG operational teams and senior management to enhance their understanding and use of our findings and recommendations; iii) continued strengthening of our dissemination and outreach efforts, and iv) planned reviews of some of our business lines (e.g., project level validations) with potential value enhancement impacts starting in FY21.

57. **Equally important, systematic efforts to seek cost efficiencies are being made**, including i) investing in new ways of working, including using staff time more effectively, ii) accelerating and possibly augmenting our efforts to reduce our total headcount, iii) looking for savings in the core business, iii) seeking potential cost savings associated with our FY21

business line transformations, and iv) identifying key metrics for tracking value for money of our work which will be included in our revised results framework.

### 3. BUDGET PROPOSAL

58. **IEG’s business request for FY20 is flat in real terms.** To accomplish its FY20 work program, IEG requests a total of \$38.8 million WBG budget to be approved by the Board and \$0.7 million to be financed by trust funds (Table 3). 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. The shares of contributions from each of the three institutions (World Bank, IFC, MIGA) remain broadly unchanged from prior years.

59. **With an intention to cut expenditures following substantive reviews of business lines and staffing to be conducted in FY20, IEG will present a budget proposal and spending trends for outer years in FY20.** IEG management is committed to prudent use of its resources and providing ‘value for money’ in the services it provides. Consequently, we plan to undertake substantive reviews of our business lines and staffing in FY20 that may lead us to review our overall budget envelop, revenue and expenses patterns. Therefore, we are not presenting projections of budget needs beyond FY20 until after the results of such reviews.

**Table 3: IEG Budget – WBG Institution Contributions, FY18–20**

**IEG Budget, WBG Institution Contributions (BB only), FY18–20**

<i>(in nominal dollars)</i>	FY18 Budget \$'m	FY19 Plan \$'m	FY20 Proposed \$'m
WB Contribution	29.2	29.7	30.2
IFC Contribution	7.1	7.8	7.9
MIGA Contribution	0.7	0.7	0.7
<b>Total IEG</b>	<b>36.9</b>	<b>38.1</b>	<b>38.8</b>
<b>Contribution as % of IEG Funding</b>			
WB	79%	78%	78%
IFC	19%	20%	20%
MIGA	2%	2%	2%
Total	100%	100%	100%

Notes: FY19 IFC budget includes additional budget for revised staff benefit ratio (50% to 70%).

FY18 Actual Budget includes additional funding inflows/outflows, e.g. maternity leave, disability payments, etc.

#### SPENDING TRENDS

60. **In line with earlier decisions, IEG continues to foster greater learning in the WBG and this is reflected through its work program and budget.** It will (i) continue to fund Learning Engagements at \$0.8 million, slightly increase its budget for more focused, learning based, evaluations, and (ii) continue to budget for knowledge and communications at about the same level (refer to table 5). The FY budget for larger evaluations remains large due to the legacy pipeline of Major Evaluations in FY20. In order to be able to answer strategic questions in a

timely manner throughout the year, we will keep about 5 percent of our budget unallocated at the beginning of the year.

61. **IEG will continue to increase efficiency.** Over the past few years, IEG has endeavored to reduce the unit cost of its thematic evaluations, while increasing the number of smaller, focused, timely evaluations. IEG has also endeavored to reduce the costs of consulting services used (especially by rejuvenating its pool of short-term consultants and reducing those with salaries above the mid-point). In FY20, IEG will continue to control the unit costs of key products and its variable cost spend – which is expected to decrease slightly in real terms.

**Table 4: Expenditure Trends by Expense Category, FY18–20**

<b>Expenditure Trends by Expense Category, FY18-20 (BB only)</b>			
<i>(in nominal dollars)</i>	<b>FY18 Actuals</b>	<b>FY19 Plan</b>	<b>FY20 Indicative</b>
	<b>\$'m</b>	<b>\$'m</b>	<b>\$'m</b>
<b>Fixed Costs</b>			
Staff Salaries	15.2	15.0	15.5
Staff Benefits	9.7	10.1	10.5
Communications and IT	1.3	1.2	1.2
Equipment and Buildings	1.6	1.4	1.4
<b>Total Fixed Costs</b>	<b>27.8</b>	<b>27.7</b>	<b>28.7</b>
<b>Variable Costs</b>			
Consultants and Temps	7.1	7.1	7.0
Travel Costs	1.3	1.8	1.8
Representation and Hospitality	0.0	0.0	0.0
Contractual Services	0.7	0.6	0.6
Other Expenses	0.4	0.5	0.5
<b>Total Variable Costs</b>	<b>9.6</b>	<b>10.0</b>	<b>10.0</b>
<b>Total Expenses</b>	<b>37.4</b>	<b>37.7</b>	<b>38.8</b>

#### **TRUST FUNDS**

62. **IEG relies on trust funds for its ECD activities and expects to disburse \$0.7 million of trust funds in FY20**, including: i) \$0.4 million from the multi-donor trust fund to support IEG’s evaluation capacity development program, including the CLEAR secretariat; and ii) \$0.3 million from the Japan Policy and Human Resource Development grant which will close in FY20.

63. **In addition, IEG envisages the establishment of a Global Partnership for Evaluation Capacity supported by a new multi-donor trust fund scale up its ECD activities.** This global partnership would aim to foster the use of evaluations in the global south by public, civil society, and private stakeholders, for enhanced accountability for results, evidence-based decision making, and learning from experience. Through the partnership, IEG, and participating UN agencies, multi-lateral and bilateral agencies, foundations, and development finance

institutions would aim to exchange knowledge and coordinate evaluation capacity building efforts globally with a strong focus on the global south. IEG’s ECD activities, including the coordination of CLEAR and IPDET, would be housed and managed from the partnership and scaled up, and the existing CLEAR Trust Fund closed.

**CAPITAL BUDGET**

64. In early FY19, IEG adopted to move to open office spaces for all its staff to optimize efficiency in the use of space and foster greater collaboration and innovation. IEG will depreciate costs relating to the move over the expected life; IEG does not expect to incur additional capital budget expenditures in the foreseeable future.

**Table 5: Summary of Sources and Uses, FY18-20**

<b>Summary of Sources and Uses, FY18-20 (All Sources of Funds)</b>			
<i>(in nominal dollars)</i>	<b>FY18 Actuals 1/ \$'m</b>	<b>FY19 Estimate \$'m</b>	<b>FY20 Indicative \$'m</b>
<b>Sources</b>			
Total Budget	36.5	38.1	38.9
Total Trust Fund & EFOs	0.7	0.4	0.3
<b>Total Sources</b>	<b>37.2</b>	<b>38.5</b>	<b>39.2</b>
<b>Uses</b>			
Thematic Evaluations	9.5	9.8	10.1
Focused Evaluations (incl. CPEs)	3.9	4.0	4.3
Project Level Validations and Evaluations	5.0	5.0	5.1
Learning Engagements	0.8	0.8	0.8
Knowledge and Communications	6.2	6.3	6.4
Evaluation Capacity Development	1.9	1.9	2.0
Sustaining 2/	5.8	5.8	5.9
Indirects 3/	4.6	4.4	4.5
<b>Total uses</b>	<b>37.7</b>	<b>38.1</b>	<b>39.2</b>
<b>Proportion of spending on:</b>			
<i>Thematic Evaluations</i>	25%	26%	26%
<i>Focused Evaluations (incl. CPEs)</i>	10%	11%	11%
<i>Project Level Validations and Evaluations</i>	13%	13%	13%
<i>Learning Engagements</i>	2%	2%	2%
Knowledge and Communications	16%	17%	16%
Evaluation Capacity Development	5%	5%	5%
Sustaining 2/	15%	15%	15%
Indirects 3/	12%	12%	12%

1/ FY18 Actual Budget includes additional funding inflows/outflows, e.g. maternity leave, disability payments, etc.

2/ Sustaining costs represents management salaries and travel, and costs of ACS and RM staff.

3/ Indirects relates to cost of office space and equipment, information technology and communications.

#### 4. ACCOUNTABILITY FRAMEWORK

65. **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.

66. **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 a strategic framework to anchor the work program;
- Introduction of a quarterly review of business and budget performance with departmental management teams;
- 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.

67. **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 tracking of milestones, IEG management continues to conduct Quarterly Business Reviews and to report to CODE quarterly on its deliverables and budget.



68. **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.

**Annex A: IEG Existing Stock of Evaluations by work stream**

Streams	FY18	FY19
<b>Gender</b> 		
<b>FCV</b> 	<ul style="list-style-type: none"> <li>Forced Displacement (TE)</li> </ul>	
<b>Climate change</b> 	<ul style="list-style-type: none"> <li>Pollution (TE)</li> <li>Carbon Finance (TE)</li> </ul>	<ul style="list-style-type: none"> <li>Renewable Energy (TE)</li> <li>Urban Resilience (TE)</li> <li>Sustainable Irrigation (E)</li> </ul>
<b>MFD</b> 	<ul style="list-style-type: none"> <li>IFC Asset Management Company (E)</li> </ul>	<ul style="list-style-type: none"> <li>Creating Markets (TE)</li> <li>MIGA Non-Honoring of government obligation guarantees (E)</li> </ul>
<b>Human Capital</b> 	<ul style="list-style-type: none"> <li>Essential Health Care Services (TE)</li> </ul>	<ul style="list-style-type: none"> <li>Drivers of Education Quality (E)</li> <li>Shaping Social Contracts (E)</li> </ul>
<b>Growth and Transformation</b> 	<ul style="list-style-type: none"> <li>Facilitating Trade (TE)</li> </ul>	<ul style="list-style-type: none"> <li>Public Finance for Development (TE)</li> <li>Fostering Regional Integration (TE)</li> <li>Decentralization and Effectiveness of Sub-National Govts (TE)</li> </ul>



Cross cutting Area	FY18	FY19
Effectiveness		
<b>Outcomes</b>  	<ul style="list-style-type: none"> <li>• Engaging Citizens (TE)</li> <li>• RAP 2017– Environmental Sustainability</li> <li>• IFC Experience with Inclusive Business (E)</li> <li>• Maximizing the Impact of DPFs in IDA countries (E)</li> </ul>	<ul style="list-style-type: none"> <li>• RAP -2018</li> </ul>
<b>Governance &amp; Institutional Change</b>	<ul style="list-style-type: none"> <li>• IFC Client Engagement Model (TE)</li> </ul>	
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>• Knowledge Flows and Collaboration (TE)</li> <li>• WBG Convening Power (TE)</li> </ul>

### Annex B: IEG Results Framework

		Indicator	Baseline	Target (FY20)	Actual (FY19 <sup>1</sup> )
Tier 1	<b>Strategic Results</b>				
	Reports the direct and medium-term outcomes that IEG is achieving in accordance to its two strategic objectives				
<b>Accountability</b>					
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?"	63%	66%	56%
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?"	81%	84%	83%
		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%	56%
<b>Feedback Loops, Learning, and Knowledge</b>					
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.	a) 22%	a) 25%	23%
		b) Designing or modifying lending or non-lending operations	b) 18%	b) 21%	20%
		c) Designing or modifying policies and/or strategies	c) 20%	c) 23%	18%
		d) Designing of modifying Results Frameworks	d) 24%	d) 27%	27%
		e) Providing advice to clients and/or staff	e) 26%	e) 29%	24%

<sup>1</sup> 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	59%
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).	415	N/A	642 in CY 18
		(2) Use of IEG products by external parties (from client survey)	47%	50%	74%
		(3) Total IEG blog readership, Average visits to IEG publications, Views, Share, Retweet of IEG social media articles	<ul style="list-style-type: none"> <li>• IEG blog readership = 5,363</li> <li>• Number of reports downloaded = 6,348</li> <li>• Website users (sessions)= 37,581;</li> </ul>	<ul style="list-style-type: none"> <li>• IEG blog readership- 10,000/ month</li> <li>• Number of reports downloaded- 4000/month</li> <li>• Website users (sessions)- 20,000/ month</li> </ul>	<ul style="list-style-type: none"> <li>• IEG blog readership = 50,142</li> <li>• Number of reports downloaded = 43,260</li> <li>• Website users (sessions)= 175,190</li> </ul> <p>*as of March 30, 2019</p>
<b>Evaluation Capacity Development</b>					

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)	85% CLEAR Clients	80% CLEAR Clients	83% of CLEAR Clients in FY18
		(2) % of clients who rate the extent to which they applied concepts learned (for training services) to make changes in their current work high or significant, as measured through tracer surveys.	Not yet available	50%	61%
		(3) % total IEG consultants that are local	6%	11%	13% (as of FY19 Q3)
		<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.			
Tier 2	<b>IEG Outputs</b>				
	Reflects the activities and outputs delivered by IEG that contribute to achieving its strategic objectives				
<b>Accountability</b>					
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= 4, 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, CLRR) produced	PPAR= 23%; ICRR= 100%; XPSR= 40%; PCRs= 51%; PERs= 100%; CLRRs= 100%	PPAR= 20-25%; ICRR= 100%; XPSR= 40%; PCRs= 51%; PERs= 100%; CLRRs= 100%	PPAR= 19%; ICRR= 100%; XPSR= 40%; PCRs= 51%; PERs= 100%; CLRRs= 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
<b>Feedback Loops, Learning and Knowledge</b>					
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	13 (as of FY19 Q3)
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
		DGE statements sent to the Board	10	N/A	13 (as of FY19 Q3)
3a	IEG engages in Learning Engagements with WBG staff to help answer relevant development questions on the basis of its evaluative evidence	(1) number of learning engagements carried out	11	40 (cumulative)	40 (FY17- 19 cumulative)
		(2) # of staff reached in learning engagements	650+ staff	N/A	Not yet available
3b	IEG supports the development of Monitoring and Evaluation capacity in the WBG	(1) % of RMES events co-sponsored by IEG	50%	N/A	27% (as of FY19 Q3)
		(2) Participants' feedback on the overall quality of RMES events cosponsored by IEG	5.47/7	N/A	6.37/7
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	25	N/A	21 (as of FY19 Q3)
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	Number of relevant learning events outside the WBG where IEG staff participate	4	N/A	10 (as of FY19 Q3)
<b>Evaluation Capacity Development</b>					
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	As of FY16, No. of activities= 186; No. of Participants = 13,470	N/A	As of FY18, number of activities = 212 and number of

					participants = 28,303
		(2) % of clients who rate the quality and usefulness of CLEAR trainings as 'High' or 'Significant'	Quality = 87%; Usefulness= 83%	Quality = 85%; Usefulness= 85%	FY18, Quality = 91%, Usefulness = 85%
		Note on IPDET: no data commitments can be made since IPDET is in transition			
<b>Tier 3</b>	<b>IEG Performance</b>				
	Measures IEG's operational effectiveness and its contribution to corporate objectives				
<b>Standards for evaluation planning, selection and resources</b>					
	<b>Responsive planning</b>				
	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	12 groups (incl. CODE, SMT, RVPs, GP VPs, IFC, MIGA, OPCS council)	12 groups	12 groups
		(2) % of evaluation plans discussed with key stakeholders before finalization of the Approach Paper	100%	100%	100%
		(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?"	WBG Staff= 38%; WBG Board= 49%	WBG Staff= 41%; WBG Board= 52%	WBG Staff= 50%; WBG Board=33%
		(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?"	WBG Staff= 56%; WBG Board= 79%	WBG Staff= 59%; WBG Board= 82%	WBG Staff= 54%; WBG Board= 67%
	IEG avoids bunching for management and CODE in planning its work program	% of evaluations in the last quarter	44%	25%	50%
	<b>Strategic Selectivity</b>				
	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)	Not yet available	Not yet available	Not yet available

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)	66%	69%	72%
<b>Adequate resources</b>				
IEG manages its budget and human resources efficiently and ensures independent evaluations are adequately resourced	(1) % of overall IEG budget over/underrun	1-2%	0%	-1%
	(2) % of major evaluation with cost overrun	63% of FY17 evaluations	0%	25%
	(3) strategic staffing conducted and in implementation	Yes	Implementation to continue	Implementation ongoing
	(4) fixed cost ratio	74%	70%	72%
	(5) Proportion of CLEAR MDTF revenue to Total Revenue	30%	20%	Not yet available
<b>Standards for evaluation implementation</b>				
<b>Collaborative approach</b>				
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% as of FY19 Q3
	(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%	13%
<b>Rigor</b>				
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%	66% as of FY19 Q3
<b>Quality assurance</b>				
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= 53%; WBG Board= 61%; External= 76%

IEG ensures the timely delivery of its evaluations	Average Time between AP and final delivery of macro evaluations	12 months	10 months	13 months
IEG respects agreed service standards with WBG management	Compliance with service standards for validation delivery (CLRRs, ICRRs)	ICRRs=47% as of FY17Q3; ICRRs=69% as of FY18Q3 CLRRs=100% as of FY17Q3	ICRRs= 100% CLRRs= 100%	ICRRs=85% as of FY19 Q3; CLRRs= 65% as of FY19 Q3
<b>Standards for evaluation reporting, dissemination and follow-up</b>				
<b>Customized reporting</b>				
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	13 (as of FY19 Q3)
<b>Broad dissemination</b>				
IEG makes findings and lessons learned accessible to relevant internal and external target audiences	See Tier 2 indicators			
<b>Adequate follow up</b>				
IEG monitors management responses and action plans and discusses them with relevant stakeholders	Maintenance of MAR system	Yes	Yes	Yes
<b>Contribution to corporate goals</b>				
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	New ICR and ICRR rolled out
IEG contributes to the development of a WBG Evaluation Framework	Delivery of WBG EF	Annotated Agenda to CODE	Final EF in place	Final EF in place
IEG fosters diversity and inclusion	IEG diversity index	0.57	0.68	0.56 as of FY19 Q3



**Annex C: IEG Learning Engagements FY17-19**

Title	WBG Department
<b>FY17</b>	
Defining and Measuring Project Outcomes	OPCS
Service Delivery: Deriving and Sharing Lessons Learned from the Evaluation Evidence and Socializing IEG's SD Evaluation Framework	(GDI) Data & Text Analytics-Operations
Learning from the Past, building for the Future: Sharing Lessons Learned from Evaluative Evidence, Combining Evidence with New Approaches, and Socializing IEG's New Behavior Change Tool (CRI2SP) for Future Evaluations and World Bank Operations	Poverty GP, Water Global Programs & Behavior Change Community of Practice; GINI
Learning from the WB Support of Student Assessment: Stakeholders Perceptions in Brazil, Laos, and Kyrgyz Republic	Education GP
Developing Resilience Building Results Frameworks and Indicators: Sharing Lessons from IEG's Evaluative Evidence in Sustainable Development	Infrastructure and Climate Change
Building Resilience- A Synthesis of Recent IEG Experience	Spring Meetings
IEGSD Collaborative Exchanges on Performance Measurement and Monitoring at the Transport, Agriculture, and Water Weeks	Water, Agriculture, Transport GPs
Addressing Situations of FCV in MICs: What to do and How to Do it" with World Bank Operations	MENA
Learning from the WB's Support of Nutrition in Senegal: A Multi-perspective View of Lessons and Challenges for Successful Nutrition Programs	HNP AFR Central; HNP GFF Program; HNP GP
Guidance for the new "Brief ICR" process, developed using a participatory, evaluative approach	OPCS
ASA Pilot Assessment in T&C Projects	T&C GP-Africa South - IFC; OPCS
<b>FY18</b>	
Gender in Evaluation: A Evaluation Cooperation Group (ECG) Workshop	Gender
Strengthening Country Engagement Practice: Insight from IEG's SCD/CPF evaluation and CLRRs- A Joint OPCS-IEG Learning Event	OPCS
Measuring Efficiency in Environment sector projects in the World Bank: Sharing Lessons from IEG's Evaluative Evidence	Environment GP
Results framework and Key Performance Indicators (KPIs) for Institutional Outcomes linked to improved Service Delivery in the Water Supply and Sanitation (WSS) sector	Water GP
Learning from Failure: Using IEG evaluations to improve the Design of Urban Operations	Urban and Territorial Development, Disaster Risk Management & Resilience
Energy Efficiency / Sustainable Energy Efficiency (SEF)	IFC Financial Institutions Group

Title	WBG Department
IFC Advisory Services Development Effectiveness Study	IFC Corporate Strategy & Partnership
Insight and Lessons from IEG on MFM-led DPFs: An IEG-MFM Learning Engagement	Macro & Fiscal Mgmt - GP
Improving Identification & Measurement of Gender results	Gender CCSA
Sustained Services for the Poor: A Synthesis of Lessons Learned from IEG's New Behavior Change and Service Delivery Frameworks	DEC
ICR Reform for DPFs	OPCS
Promoting Learning on M&E and Performance Measurement in Agriculture Projects (Phase 1 & 2)	Agriculture GP
Leveraging the Forest MAR to enhance Sector Performance: A Just-in-Time LE between the Forest ENV team and IEG	Forest ENV
How to change behavior: A practical menu of options	DEC and Poverty GP
<b>FY19</b>	
Measuring the Performance of Social Protection Delivery Systems	Social Protection GP
Lessons Learned from Early-Stage Assessment of IFC and World Bank Engagement in WBG Joint Implementation Plans (JIP)	IFC Country Economics and Engagement
Experience with governance P4Rs and IFMIS: Evidence from IEG evaluations	Governance GP
Leveraging Evaluation Evidence to support Inclusive Rural Job Creation and Citizen-State Relations in Nepal	Agriculture GP, GPSURR, Nepal CMU
Blended Finance in IFC	IFC Blended Finance
Improving the quality of indicators used for measuring Efficacy of Community Driven Development (CDD) projects in the World Bank.	GPSURR
Insight and Lessons from IEG on MTI led DPFs: An IEG-MTI Learning Engagement (Second Phase)	MTI
Environmental and Social (E&S) Sector Highlights	IFC ESG
Lessons from IFC investment funds	IFC Private Equity Fund
Learning Engagement Proposal - Learning from Development Policy Lending: What works for the Transport Sector	Transport GP
How to improve WBG's Development Effectiveness in MNA	MNA