



IEG
INDEPENDENT
EVALUATION GROUP

WORLD BANK GROUP
World Bank • IFC • MIGA



FY22

WORKPROGRAM & BUDGET

FY23-24

INDICATIVE PLAN

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Abbreviations

CLEAR	Centers for Learning Evaluation and Results	IPDET	International Program for Development Evaluation Training
CLRR	Review of Completion and Learning Review	JET	Jobs and Economic Transformation
CODE	Committee on Development Effectiveness	LE	Learning Engagements
COP21	21 st Conference of the Parties	MAR	Management Action Record
COVID-19	Coronavirus Disease 2019	M&E	Monitoring and Evaluation
CPE	Country Program Evaluation	MDB	Multilateral Development Bank
CPF	Country Partnership Framework	MEL	Monitoring, Evaluation, and Learning Plan
D&I	Diversity and Inclusion	MfD	Maximizing Finance for Development
DGE	Director General, Evaluation	MIGA	Multilateral Investment Guarantee Agency
DPF	Development Policy Financing	MTR	Mid-Term Review
ECD	Evaluation Capacity Development	OPCS	Operations Policy and Country Services
EFDE	Emerging, Fragile, and Developing Economies	PCR	Project Completion Report
FCR	Fixed Cost Ratio	PER	Project Evaluation Report
FCS	Fragile and Conflict-affected Situation	PIFED	Programme International de Formation en Evaluation du Développement
FCV	Fragility, Conflict and Violence	PforR	Program for Results
FY	Fiscal Year	PPA	Performance and Policy Actions
GBV	Gender Based Violence	PPAR	Project Performance Assessment Report
GEI	Global Evaluation Initiative	PSW	Private Sector Window
GIA	Group Internal Audit	RAP	Results and Performance Report
GRID	Green, Resilient, Inclusive Development	SDGs	Sustainable Development Goals
HR	Human Resources	SDFP	Sustainable Development Financing Policy
IBRD	International Bank for Reconstruction and Development	WB	World Bank
ICRR	Review of Implementation and Completion Review	WBG	World Bank Group
IDA	International Development Association	XPSR	Expanded Project Supervision Report
IEG	Independent Evaluation Group		
IFC	International Finance Corporation		

Executive Summary

Strategic Directions for FY22-24

IEG adapted its work program to align with the rapid adjustment of the WBG's strategic priorities to respond to the COVID-19 pandemic. At the same time, IEG will continue to keep a line of sight to other emerging and longstanding corporate priorities including the IDA 20 special themes and cross-cutting areas, climate change ambition, concerns on debt sustainability, the Green, Resilient, Inclusive Development (GRID) framework, the new WBG knowledge framework and the outcome orientation agenda. IEG will also continue its efforts to create a diverse and inclusive workplace, aligned with the corporate priority on Ending Racism.

In FY21, several IEG reviews and initiatives were completed and now entering implementation phase. These include a micro product review, a self-evaluation (including a meta-evaluation), reform of the Management Action Record (MAR) system, furthering the outcome orientation agenda, and revamping IEG's results framework to a Monitoring, Evaluation, and Learning (MEL) plan. IEG will ramp up efforts on the use of advanced technology and data science in its work. The launch of the Global Evaluation Initiative (GEI) will boost delivery on IEG's mandate to build evaluation capacity development in client countries. Overall, these reviews and initiatives aim to enhance IEG's value add to the WBG and the Board.

Proposed Work Program

IEG proposes to maintain its strategic framework for its work program which includes six work streams (Gender; Fragility, Conflict, and Violence; Climate Change and Environmental Sustainability; Mobilizing Finance for Development; Human Capital; and Jobs, Growth, and Shared Prosperity) and two cross-cutting themes (Governance and Institutions; and WBG's Corporate Effectiveness). In response to issues around absorption capacity of WBG Management and the Board, IEG will limit the number of thematic evaluations per year between 9-11. In addition, 4 Country Program Evaluations (CPEs) and the Annual Results and Performance Report (RAP) will be delivered per year. IEG will also continue to produce shorter, just-in-time notes and syntheses to provide timely contributions to emerging priorities of the institution throughout the fiscal year.

Budget Request

To deliver its work program efficiently, IEG's budget request for FY22 is \$37.8 million, which represents a net nominal increase of 1.3% for inflation, but a 0.7% decrease in real terms for efficiency savings measures.

1. IEG's Strategic Directions

1.1 The World Bank Group (WBG) adapted its strategic framework and priorities swiftly with the goal to help its client countries respond to the COVID-19 pandemic.

The WBG COVID-19 Crisis Response Approach Paper outlines the framework to provide support to client countries with the speed, scale, and selectivity needed to fight the pandemic and its impacts. An integrated approach to promote a strong and durable recovery and growth through green, resilient, and inclusive development (GRID) for IDA and IBRD countries has been developed. IFC and MIGA have ramped up their support via the fast track financing facility to sustain economies, mobilize private investment, and preserve jobs. Through these frameworks and financing facilities, the WBG's goal is to help client countries move to a resilient recovery from the pandemic and continue their path to achieving the 2030 Sustainable Development Goals (SDGs).

1.2 To help the WBG achieve its goals, IEG adapted its strategic framework to be aligned with the response to COVID-19. IEG's objective is to help the WBG achieve its goals and enhance its development effectiveness through relevant, timely and robust evaluations. This pandemic has highlighted the critical role evidence plays in policy response and decision-making, especially during times of crises. As the WBG steered its strategic framework and priorities towards responding to COVID-19, IEG promptly adapted its own strategy to focus on i) providing timely, evidence-based inputs and lessons to help inform WBG Management decision making, ii) programming early assessments of the WBG's response measures, and iii) highlighting COVID-19-relevant lessons in its ongoing evaluations.

1.3 IEG has also adapted its framework to align with other core priorities of the WBG. In addition to the COVID-19 response, IEG's work program reflects recent WBG's strategic priorities and emerging agendas including the IDA 20 special themes and cross-cutting areas, climate change ambition, concerns on debt sustainability, the Green, Resilient, Inclusive Development (GRID) framework, and the new WBG knowledge framework. IEG will increase attention to issues of governance, inequality, and inclusion that have been exacerbated due to the pandemic. Finally, IEG will embrace the corporate agenda to End Racism, putting in place measures to create a culture of inclusivity.

1.4 IEG will continue to focus on longstanding agendas and priority areas, in addition to emerging priorities like the pandemic response. While IEG has adjusted the focus of its work program to reflect, where relevant, emerging priorities of the WBG, IEG is also keeping an eye on WBG core business and longstanding agendas. Through a coverage gap analysis (see Annex E), we have ascertained that we were not leaving important parts of WBG activities without evaluation.

1.5 **IEG will make outcome orientation¹ a key priority** in its own work and will contribute to WBG's efforts to operationalize its outcome orientation agenda through close engagement and knowledge sharing, details of which are included in Chapter 5.

1.6 **IEG will continue to invest in the quality and use value of its work.** Several reforms and initiatives were conducted in FY 21 to identify opportunities to enhance IEG's influence, improve the quality of its work, and increase value-add. The external review of IEG to be commissioned by the Committee on Development Effectiveness (CODE) in FY 22 will provide further insights in these areas. Details of these reviews and initiatives are included in Chapter 5.

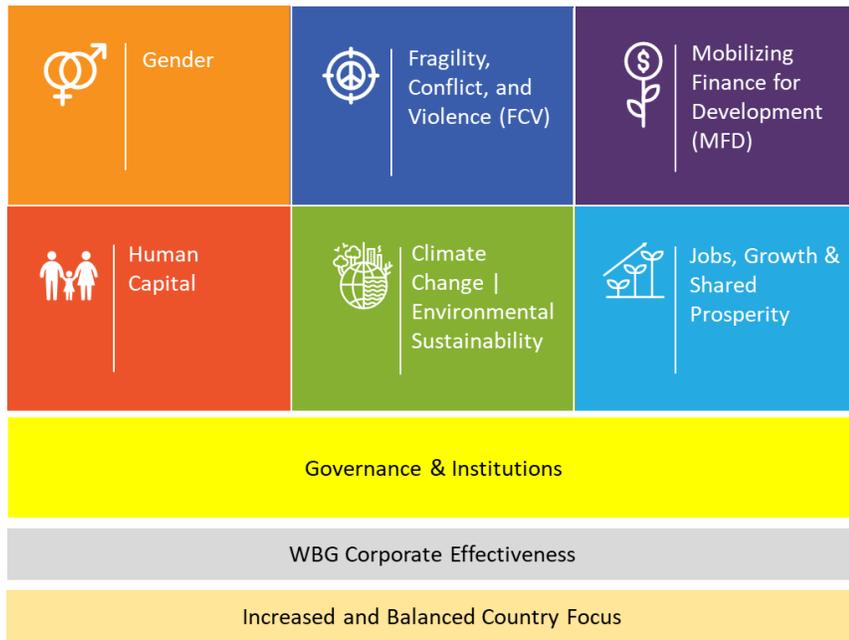
2. IEG's Strategic Framework

2.1 **Although the global strategic context has changed significantly, the thematic areas around which the WBG delivers its work remain the same and IEG will maintain these in its strategic framework.** IEG's work program is centered around 6 work streams which are Gender, FCV, Climate Change and Environmental Sustainability, Mobilizing Finance for Development, Human Capital, and Jobs, Growth, and Shared Prosperity. There are 2 cross-cutting themes on Governance and Institutions, and WBG's Corporate Effectiveness (see figure 1).

2.2 **By generating evaluative evidence over time within these work streams, IEG will synthesize lessons and solutions relevant to address key development challenges faced by the WBG.** This includes providing lessons on the Bank's progress on its commitments in the IBRD and IFC capital increase package, the Forward Look, IDA themes, and IFC 3.0. It will also help inform the progress of and lessons to improve the Bank's work on global development agendas including the SDGs, the climate change agreement at COP21, and commitments related to the Finance for Development agenda. The work streams and the topics within them have significant interlinkages with one another (see Annex C) as the WBG adopts multi-sectoral approaches to effectively address the development challenges within each stream.

¹ Outcome orientation is when credible evidence on outcomes from interventions is generated, and used to engage clients, and adapt interventions and portfolios to bolster performance.

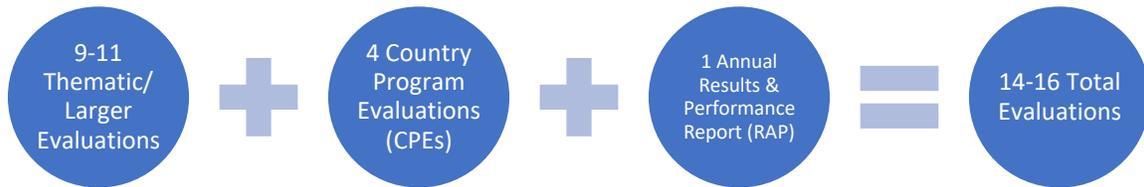
Figure 1: IEG Work Streams and Cross Cutting Themes



2.3 IEG will use its evaluations, including project level evaluations, learning engagements, synthesis notes, just-in-time notes, and validations, to deliver its work program. To respond flexibly to requests from the Board and Management for evaluative lessons on development challenges, IEG will rely on its range of evaluation instruments. While some issues warrant a full-fledged, in-depth evaluation, other development questions can be answered more rapidly through learning engagements, lessons from clustered project evaluations, and synthesis and just-in-time notes.

2.4 IEG will limit the number of thematic evaluations to about 9-11 per year and focus their scope on the most relevant issues. In view of the absorptive capacity of the Board and management, IEG will continue to be selective in the topics for its thematic evaluations and use other formats to respond to Board and Management's requests. IEG will deliver a total of 14-16 evaluations per year, including thematic evaluations, Country Program Evaluations (CPEs), and the Results and Performance Report (RAP). IEG will also scope its evaluation questions in a more focused manner to enhance their learning and ownership value for the WBG Board and management.

Figure 2: Total Number of Evaluations per year



3. Adapting to the COVID-19 Crisis

3.1 IEG adapted its work program to align with the WBG’s prioritization of responding to COVID-19 and providing in FY21 just-in-time inputs based on evidence from past crises. Soon after the formal recognition of the global pandemic in early 2020, IEG issued a just-in-time note on lessons from the Bank’s previous work in public health crises which WBG Management found highly useful. Since then, a series of similar notes, blogs, and engagements have contributed to inform the institution’s response to COVID-19.

3.2 Specific evaluations of the WBG’s response to COVID-19 have been planned, and evaluations in other thematic areas will include lessons pertinent to the pandemic response. Early assessments of the WBG’s response to the crisis (which are learning focused) are ongoing and will be delivered in FY 22 that will review the WBG support to protect human capital and to address economic consequences of the crisis. The proposed FY 23 evaluation on the WBG’s work to address the learning crisis will include a focus on the impact of COVID-19 on education. Finally, an evaluation of the impact of the WBG’s response to COVID-19 will be conducted in FY 25 to ensure sufficient time for evaluable evidence to materialize.

3.3 [IEG’s COVID-19 Lessons Library](#) is contributing to the discussions among development partners and M&E experts around the world. For example, IEG’s COVID-19 resources were cited in a research paper on Evaluation Criteria for Evaluating Transformation: Implications for the Coronavirus Pandemic and the Global Climate Emergency published by the American Evaluation Association. IEG’s COVID-19 resources are also shared on USAID’s



Learning Lab’s repository, Evaluation Capacity Group’s website, and on the OECD’s Global COVID-19 Response Library, among other repositories.

3.4 Since the start of COVID-19 and restrictions imposed on travelling to client countries, IEG launched an initiative to enhance knowledge and awareness of innovative data collection methods and tools for IEG staff and evaluation experts globally. So far, IEG hosted three knowledge sessions with IEG evaluators, members of other Multilateral Development Banks (MDBs), WBG data teams and external data specialists on the following topics: Using Twitter Data for Development Research and Evaluation, Data Sensing and Data Mapping Tools, and Conducting Remote Interviews and Missions. Knowledge notes from these sessions have been made available both to IEG staff and external audiences.

3.5 In situations where certain client countries are facing an unprecedented wave of the pandemic, IEG will adapt or delay its requests for data collection. IEG will assess where evaluation work should be adapted or paused to avoid burdening CMUs and government officials in the midst of acute crisis situations. In such cases, we would try to modify our case study choices and/or evaluation methods.

3.6 In terms of work environment, IEG staff face similar challenges as the rest of the WBG, with regards to balancing work and personal life. IEG’s results from the WBG-wide Home-Based Work survey indicate that, while most staff have adjusted well to the home-based working arrangement, many staff are facing challenges around caregiving and family responsibilities, and concerns with their overall health and well-being. These issues notwithstanding, IEG staff have continued to deliver in line with the work program, albeit with some COVID-19-related delays.

4. Proposed FY22-24 Work Program

A. Selection Framework

4.1 IEG’s proposed work program builds on the selection framework from last year that focuses on answering key development effectiveness questions for the institution, balancing permanent and new agendas, and using materiality and risk to choose between competing topics. In addition, IEG assesses the feasibility of proposed topics for evaluation and whether IEG is the best function within the institution to carry out an evaluation. Furthermore, by limiting the number of evaluations to be delivered per year, selections of topics are also made based on the level of urgency and timeliness to feed into institutional strategies, mid-term reviews, global events, etc. (see Figure 3).

Figure 3: IEG Selection Drivers



4.2 A gap analysis was conducted to see whether there are significant portions of WBG lending and investments that have not been covered by evaluations in the past. The aim was to assess how well IEG’s evaluation portfolios cover the respective project portfolios of the World Bank, IFC, and MIGA, and to identify gaps (if any) in such coverage where IEG may need to focus attention through upcoming evaluations. Findings reveal however that the overall coverage and alignment between IEG’s portfolio and the portfolios of WB, IFC, and MIGA is strong by region, client type (IBRD, IDA), Fiscal Year, sectors, themes, and industries and no major gaps exist.

4.3 Notwithstanding a strong alignment across sectors, themes, and industries, deep dives into the WB and IFC portfolios highlight some areas within sectors, themes, or industries that have been less covered. These include public sector management and public administration, education, social development, and ICT. IEG’s proposed work program will partially address these differences, including through a proposed strengthened “Governance and Institutions” stream of evaluations, new evaluations related to digital technologies and to education, and a continued focus on inclusion in our evaluations. Details of the findings from this gap analysis can be found in Annex E.

4.4 The proposed topics for FY22-24 have been informed by consultations with a wide range of stakeholders. IEG consulted with members of the WBG senior management team, Board, CODE, and IEG evaluation experts. Inputs received from these consultations have informed the selection of the topics proposed for the next 3 years. The consultations also provided insights on the key development questions that should be considered within each of the topics.

B. Proposed FY22-24 Evaluations

4.5 The proposed evaluations for FY22-24 are outlined in Table 1. These evaluations have been selected based on the selection drivers outlined above. They each have strong WBG management interest and demand. Annex 1 includes further details on each of the topics proposed in FY 23 and FY 24 including their strategic relevance, the learning needs that they aim to address, and the potential scope.

4.6 IEG will produce just-in-time notes, synthesis reports, and thematic notes on topics that lend themselves to this format. These include thematic notes on gender (e.g. Gender and Financial Inclusion), climate change (e.g. use of DPFs for climate action, Country Climate Development Report), digitalization in different sectors, debt and fiscal management, DPOs, decarbonizing transport, transformational infrastructure projects (which will include multi-country projects), countries with high fertility, and food safety and security. IEG will make room to produce more of these products during the fiscal year to respond to demand from WBG Management and the Board.

4.7 In addition to the COVID-19 response, climate change will be a prominent agenda in IEG's work program given its strategic importance. As reiterated by several WBG Senior Management and Board members, climate change is a top priority for the institution. With the renewal of the WBG Climate Change Action Plan (CCAP), a full evaluation of this plan is proposed for FY25+. In the meantime, IEG proposes to assess critical pillars of the Climate Change agenda including private sector participation and support for policy reforms in climate action in FY 23 and FY 24 respectively.

4.8 The Green, Resilient, Inclusive Development (GRID) framework will also be important. IEG will use the framework as a lens in evaluations where relevant and proposes to evaluate how well it is incorporated in country programs and assess its uptake by client governments in FY25+.

4.9 IEG will continue to focus on debt sustainability. IEG conducted 3 evaluations in FY 20 and FY 21 to provide evidence on debt sustainability issues to inform discussions among WBG senior management team and the Board. These include Public Financial and Debt Management, Fiscal and Financial Sector Vulnerabilities, and Subnational Governments. In addition, an early assessment of the IDA Sustainable Development Financing Policy (SDFP) and an evaluation on Domestic Resource Mobilization will be delivered in FY 22.

4.10 Several reports have been requested by IDA Deputies to inform their replenishment discussions in 2021. IEG will share with IDA Deputies its synthesis report on the IDA Private Sector Window (PSW), and its evaluations on the SDFP, IFC and MIGA private investments in FCS countries, WB Engagement in Situations of Conflict, Fiscal and Financial Sector Vulnerabilities, Undernutrition, Solid Waste Management, and Global Value Chains. The evaluation of the Doing Business report – scheduled to be delivered in early FY22- may also be of interest to some IDA deputies.

4.11 IEG will also incorporate an evaluation of the new WBG Knowledge Framework in its work program. IEG agrees on the importance of evaluating the WBG's implementation of its new Knowledge Framework but will need to adopt an approach

to ensure a manageable scope and to allow sufficient time for the framework to take root. In addition, since the framework is not a strategy with a definitive timeframe, a mid-term review may not be appropriate. IEG proposes to cover this broad framework by focusing on critical pillars one at a time, thereby providing deeper evidence and lessons that can be more useful. It proposes to start with an evaluation on Learning from Operations and Knowledge Feedback Loops in FY24.

4.12 The Capital Package Policy Commitments and other corporate commitments are also important priorities in the work program. Regarding the capital package, IEG will assess in FY24, the progress made towards the Capital Package commitments by validating WBG management’s reporting of its results. Since the workstreams are well aligned with the Capital Package, IEG can derive syntheses of lessons from its evaluations within each workstream to provide deeper insight of the institution’s progress towards its policy commitments. In addition, IEG will evaluate implementation of the ESF and of the procurement policy in FY25, the FCV Strategy in FY25, and the Gender Strategy in FY24. Progress with the roll out of P4Rs will be reviewed through a clustered PPAR series in FY24.

4.13 In addition to the above priority areas, other critical themes will be included in the work program and delivered through a range of evaluation, learning, and synthesis products. In addition to the traditional evaluations proposed in Table 1, IEG will use other instruments (such as CPEs, synthesis reports, learning engagements, thematic notes, etc.) to gather evidence and lessons on critical themes including Inclusion, Small States, FCV, Gender, and COVID-19 impact, among others.

4.14 IEG will also aim to surface evidence and lessons significant for specific groups of countries or regions. By including an FCV country or a small state in its CPE pipeline regularly, for instance, IEG will be able to ensure good coverage of FCV country and small state environments. Similarly, IEG will pay attention to evaluating the institution’s support to Middle Income Countries (MICs) through various proposed evaluations, including on IFC Additionality in MICs, pillars of the WBG knowledge framework, and the Trust Fund reform. IEG will also adopt a regional lens in some of evaluations where relevant (e.g. education in Africa).

4.15 IEG has strengthened its annual results and performance (RAP) report to provide a deeper annual assessment of results achieved. The RAP will be a key instrument for IEG to continue supporting a greater outcome orientation in the WBG. The report focuses more on assessing how WBG operations are contributing to development outcomes. It will also discuss ways in which the WBG can continue to enhance its results measurement systems. IEG will also continue to validate annually

the WBG's Self-Assessment of its implementation of IEG recommendations under the revised MAR process.

4.16 IEG will retain some flexibility to respond to requests from the Board and WBG management that may emerge during the fiscal year. IEG's ability to quickly adapt its work program when the pandemic hit, has demonstrated the importance of incorporating flexibility in our plans. This allows IEG to be more agile and respond quickly to urgent or emerging priorities of the WBG and the Board during the fiscal year.

C. Country Program Evaluations (CPEs)

4.17 IEG plans to deliver 4 CPEs per year, chosen to maximize their use value. Selection criteria for CPEs include countries with a CPF cycle sufficiently in the future to be informed by CPE findings, at least 2 CPF/CAS cycles completed, regional representation over time, IDA/IBRD balance, no recent CPEs in the past 10 years, relevance to WBG priority areas, and CMU/ client country interest. The criteria also include greater attention to FCVs, small states, and to countries with active IFC or MIGA engagement. In FY20, IEG began work on four CPEs -- Chad, Bangladesh, Ukraine, and Madagascar with delivery expected in early FY 22. In FY21, IEG has started working on CPEs for Mozambique, Tanzania, and the Kyrgyz Republic. CPEs selected to begin in FY22 are Morocco, Burkina Faso, Papua New Guinea, and Ecuador, with delivery expected within 12 months of the respective start dates.

4.18 The methodology for CPEs continues to evolve, including to take into account findings of the recent evaluation of the WBG Outcome Orientation at the Country Level. IEG is shifting to shorter, more focused CPEs, prepared early enough in the Country Engagement cycle to inform the design of the next CPF.

D. Learning Engagements

4.19 Learning engagements (LE) continue to be a highly valued instrument for WBG operational staff. Learning engagements are IEG's knowledge sharing service that synthesizes existing evaluative evidence to WBG operational staff to enhance learning from evaluations. These are demand-driven engagements on focused issues. In FY 21, IEG approved 8 LE proposals that were prepared jointly by IEG and WBG staff (see Annex D).

4.20 While learning engagements are initiated throughout the year, based on demand, some strategically relevant engagements have been planned to respond to specific requests from WBG Management and the Board. For instance, a learning engagement with the World Bank and IFC Climate Business teams will be conducted to

help improve impact measurement frameworks (including measurement of climate co-benefits) and to move towards better capturing outcomes.

Table 1: FY 21-FY 25+ Evaluations (Bold font= commitments | Red font= COVID related evaluations)

STREAMS	FY21 (Actual)	FY22 (In preparation)	FY23 (Proposal)	FY24 (Proposal)	FY25+ (Longlist)
Gender	<ul style="list-style-type: none"> • Gender Mid-Term Review 			<ul style="list-style-type: none"> • WBG Gender Strategy 	
Fragility, Conflict, and Violence	<ul style="list-style-type: none"> • WB Engagement in Situations of Conflict • IFC & MIGA support for Private Inv. in FCS (incl. IDA PSW) 	<ul style="list-style-type: none"> • Gender Equality in FCVs (incl. women economic opp. & GBV) 			<ul style="list-style-type: none"> • FCV Strategy • <i>Supporting key services delivery in FCVs</i>
Climate Change and		<ul style="list-style-type: none"> • Disaster Risk Reduction • Energy efficiency 	<ul style="list-style-type: none"> • Private Sector Participation in Climate Action (Incl. Agriculture and Energy) 	<ul style="list-style-type: none"> • Promoting Policy Reforms & Institutional Strengthening for Climate Action 	<ul style="list-style-type: none"> • CCAP • <i>Green energy transition</i> • <i>Climate smart agriculture</i> • <i>Green finance incl. green bonds</i>
Environmental Sustainability	<ul style="list-style-type: none"> • Natural Resources Degradation • Solid Waste Management (incl. plastic management) 		<ul style="list-style-type: none"> • Blue Economy 	<ul style="list-style-type: none"> • Mainstreaming biodiversity 	
Mobilizing Finance for Development	<ul style="list-style-type: none"> • IFC Investment in K-12 Education 	<ul style="list-style-type: none"> • Domestic Revenue Mobilization • IFC Additionality in MICs 	<ul style="list-style-type: none"> • Catalyzation of private finance – IBRD/IDA enabling MFD work, incl. deep dive on WBG collaboration & the cascade 		<ul style="list-style-type: none"> • <i>Attracting FDI</i> • <i>IFC equity approach</i> • <i>IDA private sector window</i> • <i>Domestic debt market development</i>
Human Capital	<ul style="list-style-type: none"> • Aging • Undernutrition and its Determinants 	<ul style="list-style-type: none"> • COVID-19 response– support to protect human capital 	<ul style="list-style-type: none"> • Learning Crisis (incl. addressing COVID impacts on education) 	<ul style="list-style-type: none"> • Adaptive Social Protection (Incl. FCV deep dive) 	<ul style="list-style-type: none"> • <i>Human Capital Project</i> • <i>Health system development & crisis preparedness</i> • <i>Digital technology, skills, education, jobs, and lifelong learning</i> • <i>HD front line services delivery</i> • <i>Addressing youth issues (regional evaluations)</i>

STREAMS	FY21 (Actual)	FY22 (In preparation)	FY23 (Proposal)	FY24 (Proposal)	FY25+ (Longlist)
Jobs, Growth & Shared Prosperity	<ul style="list-style-type: none"> • Global Value Chains • Urban Spatial Growth 	<ul style="list-style-type: none"> • COVID-19 response-support to address economic consequences • Agricultural Transformation 	<ul style="list-style-type: none"> • Financial Inclusion • Universal Digital Access and Use 	<ul style="list-style-type: none"> • Jobs – Operationalization in policy advice & lending • Firm Support, Reforms, & Restructuring in Crises 	<ul style="list-style-type: none"> • <i>Shared prosperity in MICs</i> • <i>National innovation systems</i> • <i>Migration</i> • <i>Enhancing market competition</i> • <i>Tackling extreme poverty</i>
Governance and Institutions	<ul style="list-style-type: none"> • Public Financial & Debt Management • Fiscal and Financial Sector Vulnerabilities • Subnational Governments 		<ul style="list-style-type: none"> • Public Institution Transparency & Accountability 	<ul style="list-style-type: none"> • Anti-corruption Reforms, incl. Illicit Financial Flows and Intl Tax Evasion 	<ul style="list-style-type: none"> • <i>Public administration and civil service reforms</i> • <i>GovTech</i> • <i>Procurement reforms</i> • <i>Judicial reforms</i>
WBG Corporate Effectiveness	<ul style="list-style-type: none"> • RAP 2020 and MAR Validation 	<ul style="list-style-type: none"> • RAP 2021 and MAR Validation 	<ul style="list-style-type: none"> • RAP 2022 and MAR Validation 	<ul style="list-style-type: none"> • RAP 2023 and MAR Validation 	<ul style="list-style-type: none"> • <i>Annual RAP and MAR Validation with focus on outcomes</i>
	<u>Knowledge</u>			<ul style="list-style-type: none"> • Learning from Operations & Operational Knowledge Feedback Loops 	<ul style="list-style-type: none"> • <i>Knowledge flows and collaboration 2.0</i>
	<u>Other Corporate Effectiveness Issues</u> <ul style="list-style-type: none"> • Outcome Orientation at Country Level • Disruptive Technology • Global Footprint Effectiveness 	<ul style="list-style-type: none"> • Doing Business • Sustainable Development Policy Financing (SDFP) 	<ul style="list-style-type: none"> • IFC Global Platforms and Frameworks • IFC Country Engagement Framework, incl. CPSDs and Deep Dives 	<ul style="list-style-type: none"> • Capital Package-assessment based on WBG reporting • AIMM [and IMPACT] • Trust Fund Reform 	<ul style="list-style-type: none"> • ESF (incl. GBV action plan) • Procurement update • <i>IFC/MIGA sustainability framework</i> • COVID response (ex post evaluation), incl. WBG agility in times of crises • <i>IFC asset allocation decision framework, incl. portfolio approach</i> • <i>IFC upstream, investment and advisory services strategic deployment</i> • <i>GRID Framework in country programs</i> • <i>WBG operational risk management</i>
CPEs	<ul style="list-style-type: none"> • Bangladesh, Chad 	<ul style="list-style-type: none"> • Madagascar, Mozambique, Tanzania, Ukraine, Kyrgyz Republic 	<ul style="list-style-type: none"> • Burkina Faso, Ecuador, Morocco, Papua New Guinea 	4	4
Grand Total	16+ RAP + CPEs	10 + RAP + CPEs	9 + RAP + CPEs	11 + RAP + CPEs	

5. Internal Reforms and Initiatives

A. Micro Product Review

5.1 **IEG conducted a review of its project level evaluations and validations ('micro products') as committed in last year's work program.** Ernst & Young was selected, through a competitive bidding process, to undertake an independent review of these products to identify opportunities for enhancing the way these products are selected, produced, managed, and resourced with the goal of improving their quality, efficiency and value. Extensive consultations with key IEG stakeholders, as well as IEG staff, informed the review.

5.2 **The review found that IEG continues to be recognized for its focus on promoting accountability for results through micro products but has room to enhance their learning value.** IEG micro products provide valuable evidence to ensure accountability of WBG staff on various tasks, including among others, Bank loans (through Implementation Completion Report Reviews, ICRRs) and IFC investments (through Evaluation Notes of Project Supervision Reports, XPSRs Evaluation Notes). The review also found that micro products are produced efficiently. The review highlighted however that the impact of IEG's micro products is limited. In particular, the potential for WBG stakeholders to learn from these products is not realized and there are missed opportunities to connect findings across products. The limited impact is the result of current patterns of use of micro products among stakeholders—focused largely on ratings and accountability rather than on learning—and on the uneven quality of some of the microproducts.

5.3 **Taking this review as its starting point, IEG produced an Action Plan aimed at changing the way microproducts are produced and used.** The action plan aims at improving the quality of microproducts, increasing the efficiency in the production of microproducts, and maximizing the value generated by these products. Improved quality includes the usefulness of the lessons drawn, and maximizing value includes generating additional insights by connecting findings across products.

The proposed actions seek also to influence the behavior of users, building a greater understanding of microproducts beyond ratings, and moving from a current situation in which stakeholders mainly look at findings of microproducts only for the projects they are responsible for to one in which they proactively look at microproducts as a source to inform the design of projects and support policy dialogues. More specifically, the Action Plan envisions: (i) scaling up Synthesis work, by aggregating knowledge that emerges from micro products (including through machine learning); (ii) reducing the number of project level evaluations (PPARs), better selecting them as part

of IEG’s overall work program, and eliminating PPARs’ ratings; (iii) increasing engagement between IEG and WBG operational staff in the preparation of ICRRs and improving lessons learned; and (iv) changing the sample of XPSRs Evaluation Notes to maintain accountability, while also focusing on areas of strategic interest for IFC stakeholders and IEG, and aligning their methodology to the Anticipated Impact Measurement and Monitoring tool (AIMM).

5.4 IEG is working with OPCS on reforms to the framework for self-evaluation and validation of Development Policy Financing to better reflect the unique structure of these operations. The new framework will give greater attention to factors like the coherence of the result chain underpinning selection of prior actions and the appropriateness of the results indicators. It will also more systematically and comprehensively assess the quality of the Bank’s ex ante assessment of risk and adaptation of approach over time. The net effect of these changes should be more operationally relevant lessons and incentives for better informed risk taking.

5.5 As part of the operationalization of the WBG FCV strategy FY20-25, IEG engaged with staff from OPCS and the FCV Global Theme in FY21 in a technical working group to enhance the World Bank evaluation frameworks for country programs and operations in FCV settings. The group is developing guidance for teams preparing self-evaluations and independent validations, including for Implementation Completion and Results (ICR) reports and country Completion and Learning Reviews (CLRs). The goal is to encourage realism in objective-setting and project design given high levels of uncertainty and risks, and to reflect issues relevant to FCV contexts in ex-post evaluations.

5.6 IEG plans to continue delivering its validations based on existing coverage rates. Validations of WB, IFC, and MIGA self-evaluation reports will continue to be covered in the same rates as in previous years (see Table 2). As mentioned above regarding PPARs, the numbers will be determined based on a strategic sampling approach to ensure they are anchored on work program topics.

Table 2: Project and country level validations, and project evaluations

Product	FY21		FY22 (projection)	
	Coverage	Count	Coverage	Count
WB PPARs	12%	28	TBD	TBD
IFC/MIGA PPARs	-	5	-	5
ICRRs	100%	220	100%	230
XPSRs	40%	74	40%	94
PCRs	51%	91	51%	80
PERs	100%	10	100%	20

Product	FY21		FY22 (projection)	
	Coverage	Count	Coverage	Count
CLRRs	100%	8	100%	19

B. MAR Reform

5.7 **The Management Action Record (MAR) is a key element of the World Bank Group’s accountability framework.** The MAR is a system and process for post-evaluation action. The MAR supports accountability in the follow-up of IEG evaluation recommendations by enabling better and more meaningful tracking, dialogue, and self-assessment of Bank Group management’s implementation of IEG recommendations.

5.8 **The Committee on Development Effectiveness endorsed a reform of the MAR at its meeting on September 25, 2020.** IEG and WBG Management worked together to enhance the MAR system to become more focused on strategic recommendations with a clear potential to enhance the development effectiveness of the WBG and supported by strong commitment from WBG Senior Management. IEG is committed to a more selective approach to making recommendations driven by the evidence and where there is a compelling case for enhancing development effectiveness. WBG management will strengthen their commitment to take actions that aim to ‘move the needle’ toward IEG recommendations’ intended outcomes.

Table 3: MAR Reform

Pre-reform MAR System	The new MAR System (starting FY21)
IEG evaluations contained on average five recommendations linked to evaluations’ findings.	IEG evaluations contain fewer recommendations which align more closely with the WBG’s strategic directions and have clear potential to enhance the WBG’s development effectiveness.
Some recommendations focused on specific actions and some contained sub recommendations or multiple parts.	Recommendations are outcome oriented and normally do not have sub recommendations.

Pre-reform MAR System	The new MAR System (starting FY21)
Focus on action plans (which IEG usually found unambitious).	Focus on intermediate outcomes sought from implementing the recommendations.

5.9 **Following the MAR reform’s agreements, 15 evaluations from FY17-20 are part of the MAR’s scope.** The partners are working to provide evidence on progress in implementation of these 15 evaluations’ recommendations. WBG Management will write an annual self-assessment on its implementation progress and IEG will prepare a “validation” report. These reports will be shared with CODE and IEG will share a summary with the full Board together with IEG’s Annual Results and Performance (RAP) report. For FY 22, this discussion is planned in the first quarter.

C. Outcome Orientation

5.10 **IEG will work closely with WBG management to advance the WBG’s outcome orientation.** CODE has steered the WBG towards enhancing its outcome orientation. This will mean better evidence on how WBG operations contribute to outcomes and more consistent use of that evidence to bolster clients’ development outcomes. Having completed the evaluation of the outcome orientation in WBG country programs, IEG continues to engage with WBG Management on enhancing the institution’s focus on country outcomes and the processes for using that evidence. In working with management, a series of engagements will be held to support review of what is needed to identify and communicate development outcomes. IEG will endeavor to helping WBG management generate credible evidence on what works and why, extending beyond monitoring of simple indicators that can be attributed to WBG activities, toward assessment of WBG contributions to client’s outcomes. IEG will also continue to encourage the WBG to use outcome evidence to engage clients and adapt interventions and portfolios, thereby bolstering its contribution to development outcomes and promoting a stronger results culture.

5.11 **In addition, IEG will contribute in different ways to foster greater outcome orientation in the WBG.** IEG will continue strengthening its annual Result and Performance Report (RAP) 2021 which aims at providing an assessment of outcomes in regard to ratings and the risk-return profile of WBG portfolios. IEG is also reviewing its validation and evaluation methodologies to embed a stronger outcome orientation. This

would entail adapting IEG methodologies to take account of IFC’s AIMM and MIGA’s IMPACT frameworks.

D. IEG Self-evaluation and Meta-evaluation

5.12 **To complement the reviews and initiatives that IEG has launched, a self-evaluation that focused on IEG’s use value and influence was conducted.** The objective of the self-evaluation was to reflect on IEG’s influence on its different stakeholders and to serve as an input to the independent external review of IEG to be commissioned by CODE in FY 22. There were several components to the self-evaluation including i) a self-discovery exercise among IEG staff aimed at better understanding IEG’s use value and influence on its internal stakeholders and their driving factors, ii) a web analytics study to assess IEG’s online presence and influence on its external stakeholders, iii) gathering feedback on IEG’s influence through surveys and in-depth interviews with key decision makers in the institution (client survey), and iv) a meta-evaluation.

Figure 4: IEG Self Evaluation Components



5.13 **The self-evaluation highlighted areas where IEG has been influential and provided recommendations to further enhance our influence and value add to our stakeholders.** The self-evaluation recommended that IEG could i) be more proactive in how it engages with different groups of stakeholders and tailor its dialogue to different audience groups, ii) continue improving the quality, timeliness, relevance and accessibility of its products; and iii) enhance the visibility of IEG as a whole and its work through continuing to invest in its dissemination and outreach efforts. The web-analytics study found that compared to other MDB evaluation offices, IEG is mentioned

substantially the most on relevant platforms and has higher numbers of social media followers. While these are not perfect indicators of online influence per se, it provided a good indication of IEG's online reach.

5.14 **In addition to assessing its use value and influence, IEG has commissioned a meta-evaluation to assess the quality and credibility of its evaluations.** External evaluation experts were commissioned to conduct a meta-evaluation of IEG's thematic evaluations. The assessment framework covered dimensions on scope, consistency, reliability, and validity of IEG's evaluations. The meta-evaluation highlighted areas where IEG's evaluations follow best practice and adhere to high standards. In recent years, IEG has been using more innovative evaluation methods and there has been increasing clarity in evaluation designs. A few areas for improvement were also identified, including to narrow the scope of its evaluations to provide more substantive and focused responses to specific development challenges. IEG's leadership team will reflect on these findings and develop concrete action plans for continuing to improve the credibility of its evaluations.

E. Advanced Technology

5.15 **Throughout FY21, IEG has been implementing a data strategy to improve its data ecosystem, infrastructure, and practices** along five action areas: innovation, analysis, infrastructure, alignment with WBG, and knowledge sharing. IEG also embarked on a capital budget investment project with ITS to improve its data reporting tools to leverage next-generation cloud-based data platforms. As required by the Data Privacy Policy, IEG has also developed guidelines for staff to ensure compliance with the policy. To make portfolio data more readily available for evaluator reuse and stakeholder review (when requested), IEG standardized the process for storing and documenting portfolio data. In FY21, 17 such evaluation data packages were captured; in FY22 IEG will expand these packages to include qualitative data (e.g., case studies).

5.16 **FY22 will focus on continued implementation of technology enhancement,** including modifying the ICRR and PPAR systems based on the micro-product review, scoping automation for XPSR and PCR Ev-Notes, complying with the Data Privacy Request and Review policy, and refining IEG's approach to data governance.

5.17 **IEG will also continue to ramp up the use of data science techniques in its evaluations and validations.** IEG has been utilizing data science techniques including text extraction and analytics, machine learning, geospatial data, and big data analysis in its evaluations and synthesis reports. As part of its strategic staffing plans, IEG has targeted recruitment of data scientists to support the increased use of these techniques across its products.

F. IEG Results Framework

5.18 **IEG revamped its results framework to a Monitoring, Evaluation, and Learning (MEL) plan to align with the outcome-orientation agenda.** IEG's results framework is now presented in the context of an IEG MEL plan (See Annex F). A revised results framework forms the 'Monitoring' aspect of this plan and has been streamlined to focus more on outcomes achieved by IEG in FY 21. IEG's 'Evaluation' and 'Learning' Plans are also specified to be more explicit about how IEG evaluates its performance and prioritizes learning with the aim of continually improving itself.

6. Evaluation Capacity Development (ECD)

6.1 **In FY21 IEG collaborated with the UNDP Independent Evaluation Office, multiple donor partners, and more than a dozen implementing partners to launch the Global Evaluation Initiative (FY21).** Going forward, GEI will serve as the umbrella initiative for all of IEG's evaluation capacity development (ECD) efforts. GEI is an inclusive partnership with a wide range of global partners from donors, UN agencies, civil society and local practitioners with the goal of building country-owned initiatives which respond to local needs while ensuring global knowledge flows.

6.2 **GEI is a global partnership, whose mission is to bring together governments, citizens, and experts to support countries in strengthening evaluation and monitoring systems.** In this way, GEI will help create a world where evidence is used to make better decisions to improve lives. Strong national M&E systems are essential for governments to fight the COVID pandemic effectively and to accelerate progress towards their national goals and the SDGs, by equipping individuals and institutions with the M&E systems and capacities to monitor and improve the effectiveness of public policies.

6.3 **The GEI trust fund has been established, staffing completed, and implementation began in January of 2021.** Nine donor partners have already committed US\$21 million over the next five years to providing initial funding. Although the establishment of the GEI secretariat based in Brussels was delayed due to the Covid pandemic, the secretariat has adapted without losing momentum and is already fully operational. Initial grants to implementation partners are expected by the beginning of FY22.

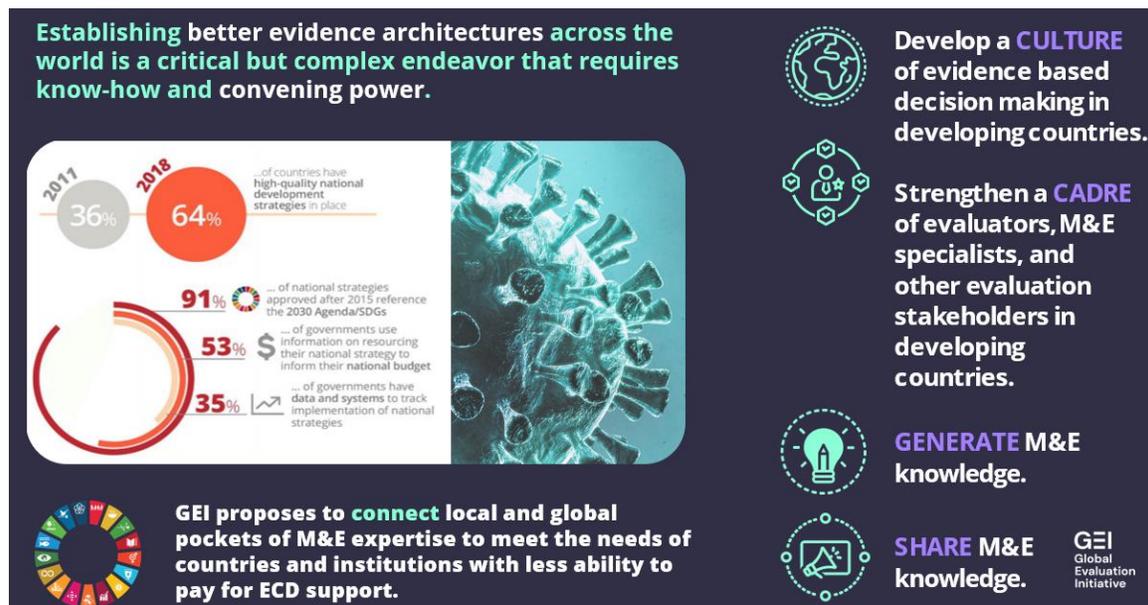
6.4 **Partners are already actively collaborating and pooling resources to achieve results that add up to more than the sum of their individual parts.** GEI builds on IEG's previous ECD efforts by convening a broad array of experienced partners who IEG has a history of achieving strong ECD results with. These include the Centers for Learning on

Evaluation and Results (CLEAR Network), two renowned M&E executive programs – the International Program for Development Evaluation Training² (IPDET) and Programme International de Formation en Evaluation du Développement³ (PIFED)- as well as M&E strengthening programs run by the WBG and UNDP operations. GEI has also established exciting new partnerships with Better Evaluation, the World Food Programme, EvalYouth, and several of the MDBs among others.

6.5 **GEI works to scale up ECD support to governments through the provision of M&E diagnostics, technical assistance, knowledge sharing, and training.** The implementing partners will carry out the majority of GEI’s ECD work with country and other counterparts across four business lines, as summarized below and in Figure 5.

- *Develop a culture of evidence-based decision making in developing countries.*
- *Strengthen a cadre of evaluators, M&E specialists and other evaluation stakeholders in developing countries*
- *Generate M&E knowledge*
- *Share M&E knowledge*

Figure 5: GEI Business Lines



² IPDET is a collaborative effort between three partners: The Center for Continuing Education (ZUW) at the University of Bern, Switzerland, the Center for Evaluation (CEval) in Saarbrücken, Germany, and the Independent Evaluation Group of the World Bank (IEG).

³ PIFED is run by École nationale d’administration publique (ENAP).

6.6 Although just a few months into implementation, GEI is already building on the strength of existing programs and moving into strategic new areas, with some highlights below.

New ECD Program in Arabic: Building on the strength of the IPDET and PIFED program, GEI's partner, the École Nationale d'Administration Publique, Canada, is working on an executive course in Arabic to be delivered virtually in the North Africa region in mid-2021 to support stronger M&E capacity in this region.

Exciting New Regional Partnerships. GEI is actively working to expand the reach of IEG's ECD efforts through new partnerships. This includes partnering with the Caribbean Community (CARICOM) to deepen M&E capacity in the Caribbean, the Pacific Community to develop M&E capacity to address strategic issues in the region including climate change, and the Islamic Development Bank (IsDB) to provide high-quality ECD services in the MENA region.

Global Knowledge Sharing. Despite the inability to meet in person, the second edition of the gLOCAL Evaluation week was a tremendous success in an entirely virtual format. Overcoming these challenges, the 2020 gLOCAL Evaluation Week offered over 250 events hosted by 188 institutions in 40 countries – exceeding the reach of the inaugural 2019 event. This demonstrated not only GEI partner, CLEAR's, ability to adapt to a virtual delivery mode to reach new partners.

Digital delivery. Another example of virtual success was the delivery of a virtual IPDET program in 2020. IPDET partners rapidly pivoted to an online format while maintaining the high quality and strong sense of community that IPDET is known for. The offering included the first-ever evaluation hackathon which allowed IPDET to reach audiences which traditionally may not have the ability to attend an in-person event including participants from Yemen, Somalia, and Afghanistan.



7. Evaluation Use and Influence

7.1 **IEG coordinates its knowledge management and communications work to ensure stakeholders are aware of, understand, and can use knowledge generated by IEG.** In FY21, these efforts drove a significant increase in attention to IEG evidence, including to its lessons consolidated in IEG's COVID Lessons Library. Board, staff and external respondents to the 2021 IEG client survey all indicated that BBLs, the IEG newsletter and Bank Group and IEG websites were the primary channel through which they became aware of IEG evaluation activities. The IEG website saw an uptick in the percentage of respondents from all categories citing it as a source through which they become aware of IEG activities.

7.2 **Throughout FY21, IEG systematically captured examples of IEG's evidence being used by WBG counterparts and external stakeholders.** This database will allow IEG to assess when and how its work is most influential. In FY22, IEG will continue to capture these examples and review them periodically to track impacts.

7.3 **Two stories captured in FY21 demonstrate IEG evidence informing 1) the WBG Strategic Framework for Knowledge Management and 2) the WBG Gender work.** When Mari Pangestu joined the Bank as Managing Director, the Board emphasized the importance of developing a knowledge strategy for the Bank Group. Mari formed a working group comprised of thought leaders from across the Bank, including two IEG experts. The resulting paper's diagnostic drew heavily on IEG evaluation findings on knowledge, learning, knowledge flow, data for development, and knowledge management.

7.4 **IEG's consistent approach to integrating gender in its evaluative work has also produced substantial engagement and results.** In corporate, thematic, and country evaluations, IEG has looked closely at gender, including through a midterm review of the Gender Strategy requested by the World Bank's Gender Group. Lessons and data derived from IEG's evaluations have been used in the Gender Strategy, the Social Protection and Jobs core curriculum, and a Bank session on women's empowerment in a community-driven development project.

7.5 **In FY21, IEG continued to produce shorter, more message driven evaluation reports and implemented a diverse range of shorter, more tailored communications products.** With a steady schedule of report disclosures and ongoing demand for lessons from past evaluations to inform the pandemic response, the output of bite-sized products, videos, and blogs grew in FY21. In the first three quarters of FY21, IEG published 36 audience-focused knowledge products including infographics,

videos, blogs, and lesson summaries. IEG lessons and ratings are also included in the WB online knowledge packages.

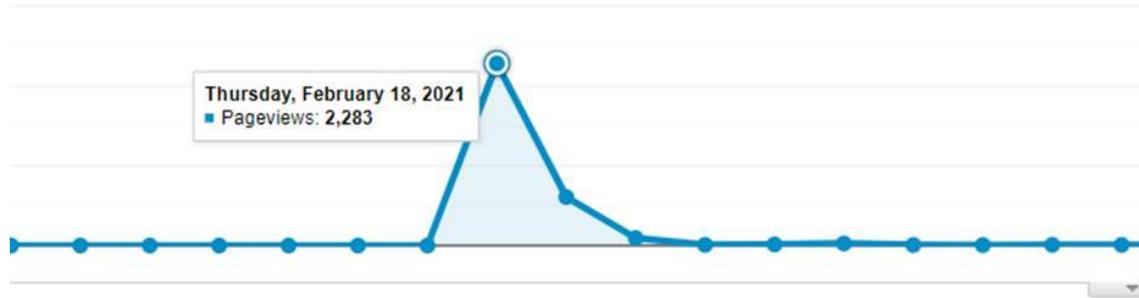
7.6 **This increased publication was accompanied by significant jumps in the overall performance of the IEG website and engagement with IEG social media channels;** with Twitter engagement rising 106% compared to the first 3 quarters of FY20, and LinkedIn up 278%.

Figure 6: Overall IEG Website Performance FY21 vs. FY20



7.7 **As seen in figure 7, strategically timed outreach campaigns significantly increase attention to IEG findings.** A blog summarizing the findings of evaluations of several projects supporting the Great Green Wall initiative was published right after the One Planet Summit held on January 10th. The blog generated significant internal and external engagement by leveraging the global focus on the Great Green Wall following the announcement at the summit of new investments in the initiative totaling US\$14 billion. The blog was retweeted by the official Twitter account of the One Planet Summit, along with other high-profile accounts such as WB Africa and WB Environment, boosting its audience reach. The figure below shows the concentration of unique pageviews of the blog during the month after its publication.

Figure 7: Unique Pageviews for Scaling the Great Green Wall?



7.8 Even with the substantial FY21 growth in online engagement, IEG undertook an extensive diagnosis of its online analytics with the aim of upgrading them in FY22 to better align with the World Bank’s new data privacy policy while capturing even more relevant data. The study revealed that among development evaluation organizations, IEG has the largest Twitter following and the highest Facebook page fan base. In FY22, the updated analytics will inform the new framework for monitoring and evaluating the impact of outreach strategies, with the aim of looking beyond quantitative metrics on number of report downloads to more granular data on the audiences reached.

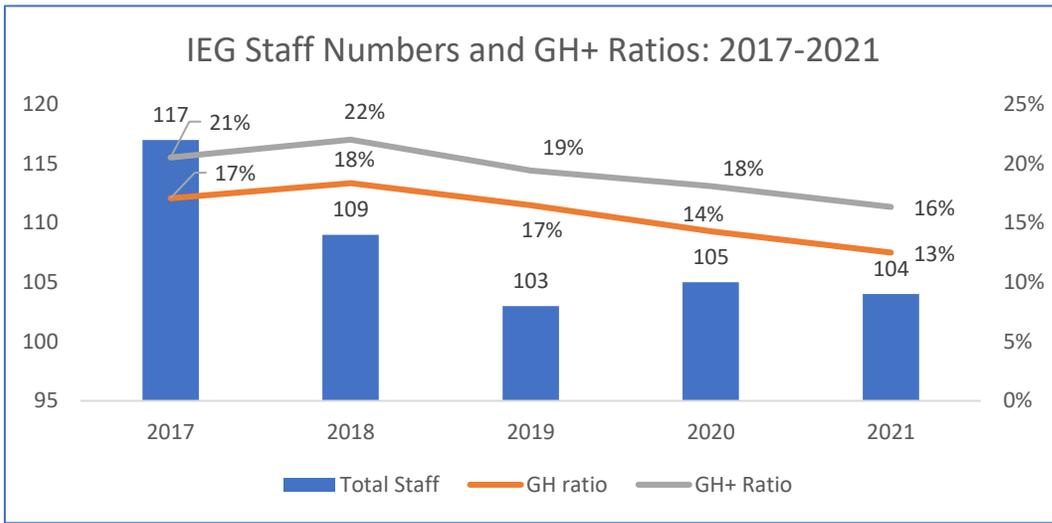
7.9 In FY22, IEG will further refine its approach to online content and bite-sized products, including new formats for visual summaries, videos, and blog series. In FY21, IEG published its first digital-only 2020 Annual Report, built using a new online reader. The IEG podcast will be launched at the end of the FY21 as part of ongoing efforts to use new technologies and platforms to engage new audiences. In FY22 IEG will monitor listener feedback and statistics to refine the podcast and build its audience.

8. Human Resources and Budget

A. Human Resources

8.1 Over the last 5 years, IEG has made significant efforts to reduce its headcount and strengthen its staff skill set and diversity. Through an effective strategic staffing and workforce plan, IEG has reduced its overall headcount by 11 percent over the last five years from 117 full time staff in 2017 to 104 in 2021. In a similar trend, the GH complement has decreased from 17 to 13 percent in the same period (see figure 8). These efforts aimed to lower our fixed cost ratio to 72-73 percent and gain nimbleness in terms of resources management

Figure 8: IEG Staff Numbers and GH+ Ratio Trends FY17-21



8.2 In FY21, IEG conducted an in-depth skills review to better assess whether skills are aligned with work program needs. Staff skills were categorized based WBG operational knowledge, evaluation methodology expertise, including data science capabilities. The assessment found that there is a need to increase the share of junior level grades with skillsets that can bring more innovative methods and that are fungible. There is also a need to staff up data analytics and data science capabilities.

8.3 IEG also conducted a detailed review of its staff’s diversity. In terms of gender, IEG has an overrepresentation of women although most of the men are in higher grades (see figure 9). There is also an overrepresentation of northern American nationality staff (see figure 10). While IEG’s leadership team is fairly gender balanced, there is an overrepresentation of Part 1 nationalities. IEG’s diversity and inclusion action plan aims to create a pipeline of diverse candidates (both staff and STCs) based on gender, nationality, race, work experience, and educational backgrounds.

Figure 9: IEG Gender Balance Monitor

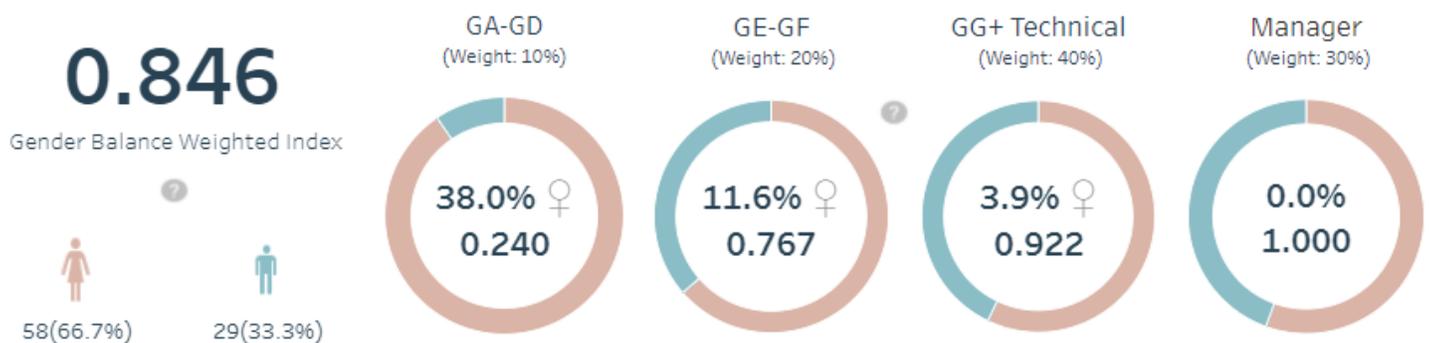
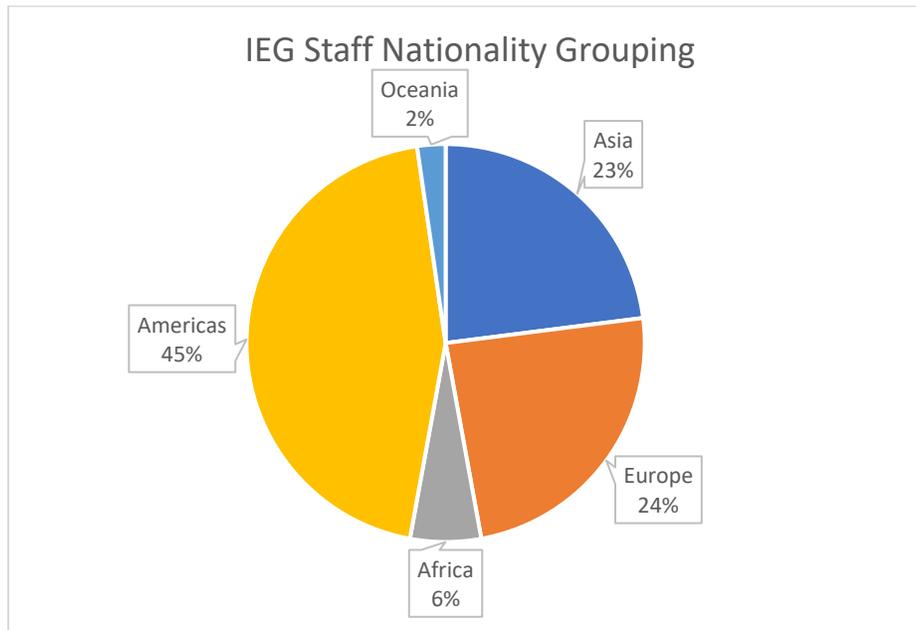


Figure 10: IEG Staff Nationality



**Please note this graph does not include 16 IFC/MIGA staff*

8.4 **IEG’s recruitment strategy is now in place aimed at maintaining control over its headcount, while better aligning skills to business needs and enhancing diversity.** IEG’s recruitment strategy and renewed strategic staffing plan will run from FY 21-23, and will aim at i) maintaining a close sight on total headcount and GH complement, ii) better aligning staff competencies and skills to future business needs, and iii) enhancing our diversity, especially increasing our share of Part 2 staff and managers (Figure 10). IEG also understands that diversity goes beyond gender and the recorded nationality data for staff and will strive to bring in diversity based on educational background, work experience, cultures, etc.

8.5 **Within IEG, our core values, behavior norms, Diversity & Inclusion (D&I), and the #EndingRacism agenda will remain central to how we work.** IEG’s leadership team and staff are committed to live and work by the principles set for us to make IEG a truly diverse and inclusive

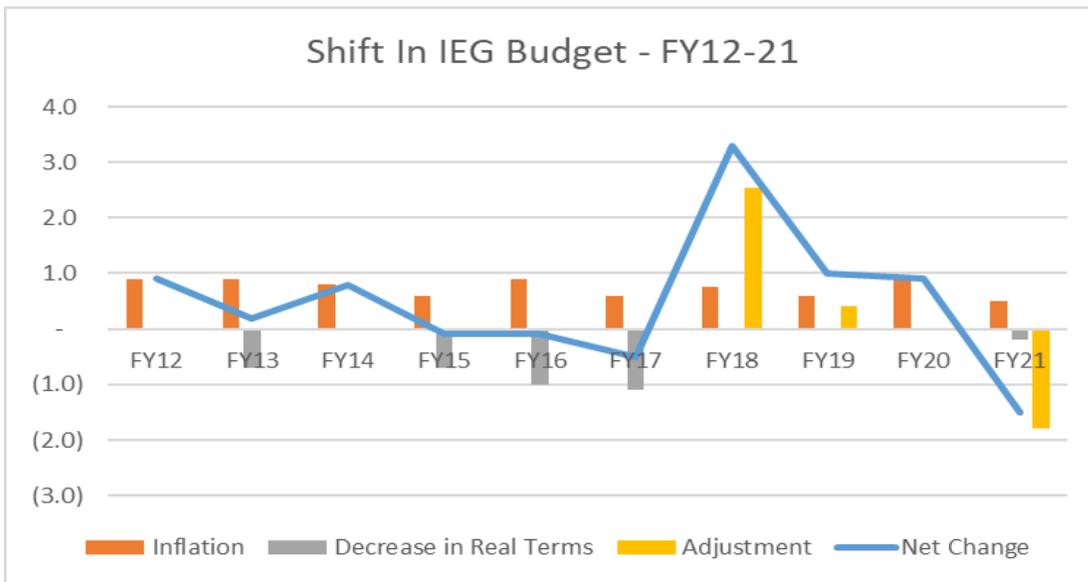
B. Strategic Direction of IEG’s Budget

8.6 **IEG has delivered its robust work program and met increasing demands for its work within a tight budget envelop.** This is the result of IEG management’s emphasis on providing “value for money” and deploying resources in accordance with IEG’s strategic framework. We have consistently sought to improve our efficiency by strengthening our internal processes, better focusing our evaluations’ scope, enhancing

staff skills, and managing consultant costs carefully. As a result, the average cost of our major evaluations has decreased from over \$1.1 million in FY17 to about \$800,000 in FY21, the unit costs of our other products have either decreased or stayed constant, and our evaluation cycle has been shortened allowing for more timely contributions

8.7 **In recent years, IEG’s budget has been decreasing in real terms.** Budget savings of \$2.8 million (8 percent of the budget) were made during FY15-17 in accordance with corporate initiatives. Further, on IEG’s own account, another 1 percent reduction in real terms was proposed over a three-year period (FY 21-23). Although the F18 and FY19 budgets showed an increase, the adjustments were due to the change in staff benefit ratio from 50 to 70 percent for the WB and MIGA in FY18 and the IFC in FY19. In FY21, IEG’s budget had a nominal reduction of 5 percent due to centralizing space costs and IT service costs in accordance with practices in other units of the WB.

Figure 11: Trends in IEG Budget FY12-21 (in millions of dollars)



8.8 **In FY21, IEG returned 2 percent of its budget amounting to \$750k as a result of pandemic related savings.** The pandemic resulted in savings on travel and some other variable costs. IEG strategically redeployed half of the savings towards Just-in-Time notes related to COVID and the initial set-up of GEI. In addition, IEG also recruited STCs in countries to offset the restrictions on travel. The remaining savings were returned for WBG use.

8.9 **In view of recent net decreases in IEG’s budget combined with higher demand for IEG’s work, we have had to be particularly careful with our resource management.** While we believe our overall budget envelop is sufficient to deliver our current and

planned work program, its delivery will require some changes in our skill sets. Our recruitment strategy will ensure this happens in a timely and prudent manner but may lead to a temporary increase in headcount and fixed cost ratio.

8.10 **An independent external review of IEG's budget practices is planned in FY22.** The findings from this review will inform our future budget plans.

C. Budget Proposal

8.11 **IEG's budget request for FY22 is \$37.8 million, which represents a net nominal increase of 1.3 percent for inflation, but a decrease in real terms.** The FY22 budget request reflects a 0.7 percent decrease in real terms for efficiency savings measures. These savings include voluntary savings from IEG, as well as measures to comply with corporate requests regarding travel, hospitality, and meetings due to the pandemic. The savings generated will be applied to all three institutions in proportion to their respective IEG budget shares

8.12 **For FY23-24, IEG's indicative budget reflect a continuation of promised savings.** The only planned increase in budget over the next two years is related to inflation and nominal in nature. Overall, IEG will have contributed about 1.7 percent or over \$600K of savings over FY21-23.

8.13 **The contributions of World Bank, IFC, and MIGA remain broadly unchanged from prior years in percentages.** Since FY21, space and IT services provided by the WB are not included in the IEG's budget request in accordance with practices for other units in the Bank. However, in-kind contributions from the WB (valued at \$1.8 million in FY21\$) for space and IT services are included in the percentage share contributions.

8.14 **FY22-24 expenditures are expected to remain aligned with our FY21 expenditure trends with some post-pandemic adjustments.** Travel costs have decreased to zero in FY21. We expect a small increase in FY22-24, but our travel expenses are expected to remain lower than prior to the pandemic. This adjustment has been compensated by an increase in use of local STCs in countries and we expect such practice to continue as travel remains limited. Fixed indirect costs have also been lower since FY21 when our space and IT costs were centralized into the WB. Otherwise, our expenditure trends have remained consistent over the years, across expense categories

Table 4: WB, IFC, MIGA contributions to IEG budget

IEG Budget, WBG Institution Contributions (BB only), FY18–24							
<i>(in nominal dollars)</i>	FY18	FY19	FY20	FY21	FY22	FY23	FY24
	Budget	Budget	Budget	Plan	Proposed	Indicativ	Indicativ
	\$'m						
WB Contribution	29.2	29.5	30.2	28.6	29.0	29.6	30.3
IFC Contribution	7.1	7.8	7.9	8.0	8.1	8.2	8.4
MIGA Contribution	0.7	0.7	0.7	0.7	0.7	0.7	0.7
Total IEG	36.9	37.9	38.7	37.3	37.8	38.5	39.4
Contribution as % of IEG Funding (includes in-kind space contribution by IBRD)							
WB	79%	78%	78%	78%	78%	78%	78%
IFC	19%	20%	20%	20%	20%	20%	20%
MIGA	2%	2%	2%	2%	2%	2%	2%
Total	100%	100%	100%	100%	100%	100%	100%

Note: In addition to the budget contribution, IBRD provides IEG with in-kind space allocation estimated at about \$1.8M in FY21\$.

Table 5: IEG Expenditure Trends by Expense Category

IEG Expenditure Trends by Expense Category (BB only), FY18-24							
<i>(in nominal dollars)</i>	FY18	FY19	FY20	FY21	FY22	FY23	FY24
	Actuals	Actuals	Actuals	Plan	Proposed	Indicative	Indicative
	\$'m						
Fixed Costs							
Staff Salaries	15.2	14.5	14.6	15.1	15.8	16.2	16.6
Staff Benefits	9.7	10.3	10.2	10.6	11.0	11.3	11.6
Communications and IT	1.3	1.2	1.3	0.6	0.6	0.6	0.6
Equipment and Buildings	1.6	1.3	1.3	0.2	0.3	0.3	0.4
Total Fixed Costs	27.8	27.3	27.4	26.5	27.8	28.4	29.2
Variable Costs							
ETC/T	0.0	0.1	0.7	0.7	0.8	0.8	0.8
Consultants and Temps	7.1	6.8	6.5	6.8	6.8	6.8	6.8
Travel Costs	1.3	1.7	1.3	0.0	0.5	0.8	1.0
Representation and Hospitality	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Contractual Services	0.7	1.2	1.5	1.8	1.4	1.4	1.4
Other Expenses	0.4	0.4	0.3	0.3	0.3	0.3	0.3
Total Variable Costs	9.6	10.2	10.4	9.6	10.0	10.1	10.3
Total Expenses	37.4	37.5	37.9	36.1	37.8	38.5	39.5

Figure 12: IEG Spending Trends by Expense Category

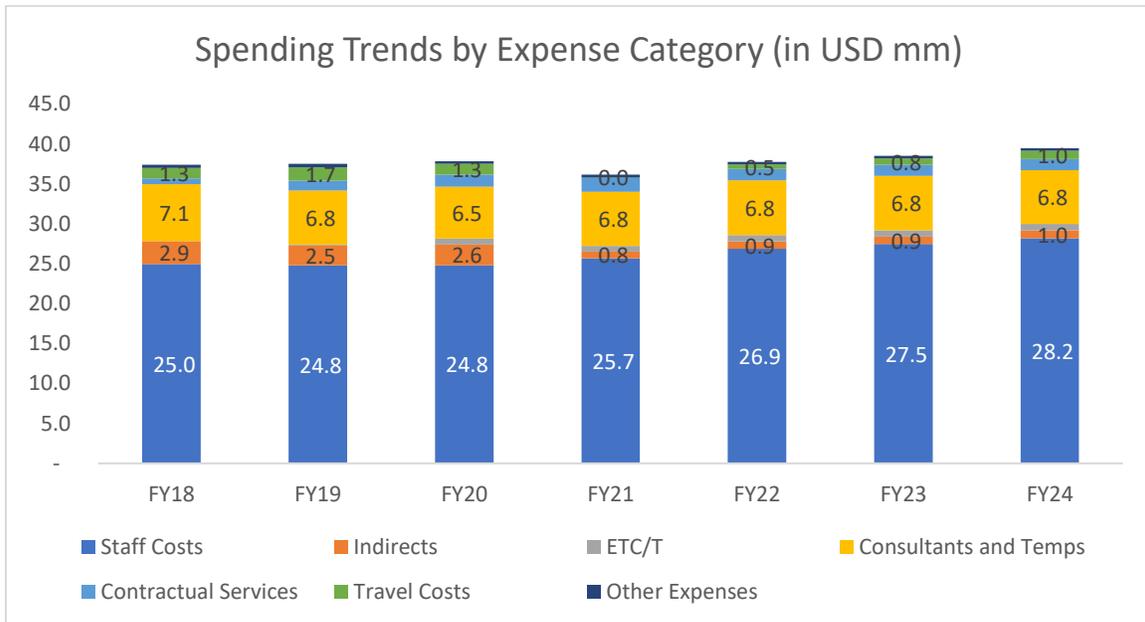


Table 6: IEG Summary of Uses as % of Spend against Budget (BB only), FY18–21

	FY18	FY19	FY20	FY21	FY22	FY23	FY24
	Actuals	Actuals	Actuals	Plan	Proposed	Indicative	Indicative
Major Evaluations	22%	22%	21%	20%	20%	20%	20%
Synthesis, JIT, COVID	1%	2%	2%	3%	3%	3%	3%
RAP	3%	2%	2%	2%	2%	2%	2%
CPEs	4%	3%	4%	5%	5%	5%	5%
Major Work Program Sub-Total	30%	29%	29%	29%	30%	30%	30%
PPAR and Vaidation Tasks	20%	20%	20%	18%	19%	19%	19%
Learning and Knowledge Services	8%	8%	8%	10%	10%	10%	10%
Learning Engagements	3%	2%	2%	2%	2%	2%	2%
ECD	3%	5%	5%	9%	6%	6%	6%
Methods Advisory Function	2%	2%	3%	3%	3%	3%	3%
Other Process Tasks	3%	3%	2%	2%	2%	2%	2%
Work Program Total	69%	69%	68%	72%	73%	73%	73%
Learning	4%	4%	4%	3%	4%	4%	4%
Sustaining	20%	19%	19%	20%	20%	20%	20%
Indirect Costs	8%	7%	7%	2%	2%	2%	2%
Total All	101%	99%	98%	97%	100%	100%	100%

D. Fiduciary Controls

8.15 **IEG continues to comply with WBG budget rules and procedures.** As in prior years, IEG has been subject to Controller's Quality Assurance reviews of selected expenses and has continued to consistently receive favorable ratings on adherence to budget rules, procedures, and policies.

8.16 **IEG has implemented measures to practice prudent management of its budget and monitor its costs.** These are facilitated with monthly management reports and departmental dashboards, quarterly business reviews, greater realism in developing robust budgets in Approach Papers, stronger budget discipline among task team leads, stricter task budget enforcement, improved costing and monitoring of deliverables, and stronger tracking of expenditures against plans.

Appendix A. One pager per stream on FY22-23 proposed evaluations



Gender

Gender has been a longstanding strategic priority of the WBG ever since the approval of the 2001 Gender Strategy. It has also been a special theme in IDA since the 16th replenishment in 2010. Gender equality is central to the WBG’s goals of ending extreme poverty and boosting shared prosperity in a sustainable manner. Promoting gender equality is also ‘smart development policy’. IEG will focus on this priority area to continue to inform the WBG on its progress towards achieving its goals in promoting gender equality.

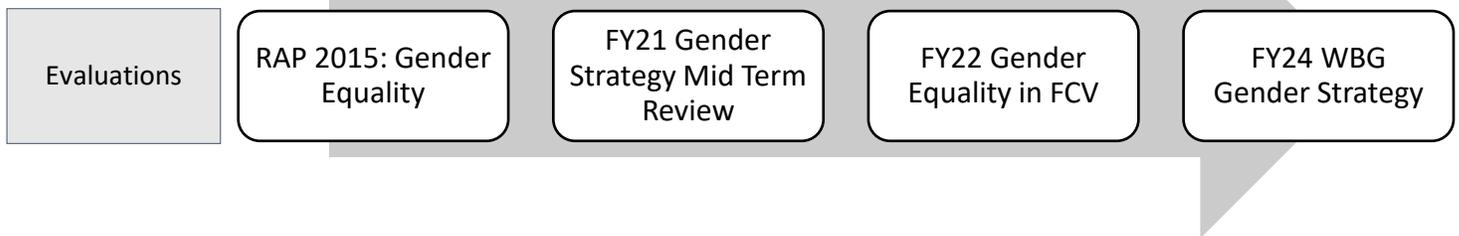
SDG goal #5:
Gender Equality



Forward Look & Capital Increase
Leading on Global Issues: Gender

IDA 20 Special Theme:
Gender

IFC 3.0 Cross-Sector Impacts:
Gender Equality



FY 22-23 Evaluations

1) Strategic Relevance; 2) Key challenges/ learning needs of the WBG and clients; 3) Scope

Gender Equality in FCVs

1. The WBG has increased its focus on closing gender gaps in FCV countries, as it recognizes that achieving gender equality is especially challenging in those settings and it made commitments to this effect in *IDA* and the *World Bank Group Gender Strategy*. IDA, especially IDA 18 and more so IDA 19, commit to address the differential risks faced by women and men, boys and girls, in FCV situations. Priority issues include gender-based violence, supporting women’s economic opportunities, accessing basic services, and promoting voice and agency of women and girls. This commitment reflects priorities identified in the WBG Gender Strategy and in the *FCV Strategy*. This evaluation will assess progress in two critical areas: women’s economic empowerment and gender-based violence.
2. Situations of conflict and fragility are increasingly more common; they have differential impacts upon men and women and can exacerbate already existing gender gaps. Violence against women and girls (highlighted in the IEG 2014 World Bank Group Assistance to Low-Income Fragile and Conflict-Affected States) is amplified in FCV situations as conflict leads to new form of violence, including rape, forced marriage, trafficking, and sexual exploitation. Conflict also results in differential mortality and morbidity, with gender-specific implications in terms of widowhood, displacement, loss of income, access to services, and poverty. This evaluation will aim at identifying WBG promising approaches to address gender inequalities specific to FCV countries; why they have been (or not) successful; and what are the existing gaps.
3. World Bank and IFC.



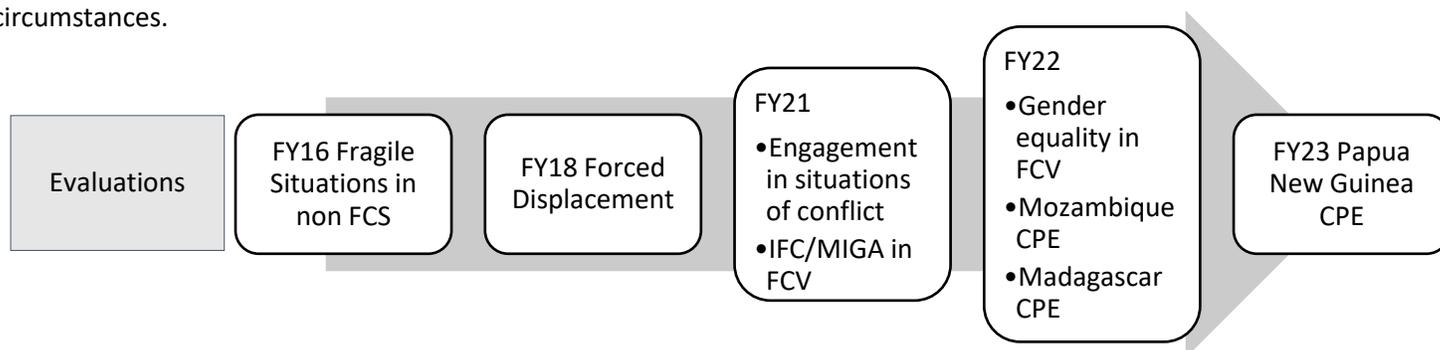
With almost two-thirds of the world's extreme poor projected to be in countries affected by fragility, conflict and violence (FCV) by 2030, addressing their specific challenges is critical to advance the Bank Group's twin goals of eliminating extreme poverty and boosting shared prosperity. The WBG is committed to enhance its effectiveness to support FCV countries through a differentiated approach to FCS by helping them address the drivers and impacts of conflict, strengthening their resilience, especially for the most vulnerable and marginalized populations. IEG will help address the knowledge gaps on which approaches work in FCV environments and under what circumstances.

Forward Look & Capital Increase:
Serving all clients: FCV focus; IFC expansion in IDA and FCS

WBG FCV Strategy

IDA 20 Special Theme:
Fragility, Conflict and Violence

IFC 3.0 and MIGA FY21-23
Increased focus on FCS



FY 22-23 Evaluations

1) Strategic Relevance; 2) Key challenges/ learning needs of the WBG and clients; 3) Scope

Gender Equality in FCV:

See description in the Gender Page.

Mozambique, Madagascar, and Papua New Guinea Country Program Evaluations (CPEs):

1. In line with IDA's increasing prioritization of FCVs and the WBG's new FCV Strategy, IEG is systematically analyzing FCV issues in its CPEs for countries affected by fragility, conflict and violence. This involves analyzing (i) the adequacy of the Bank's identification and analysis of drivers of fragility and conflict, associated risks, and factors of resilience; (ii) whether and how identified drivers and factors are systematically translated into WBG country strategies and assistance programs; (iii) the extent to which WBG engagements adapt in real time to dynamic FCV risks; and (iv) the WBG's performance in addressing fragility drivers, including by assisting with a country's transition out of fragility and mitigating the spillovers of FCVs.
2. The CPEs aim to distill insights and draw lessons to inform the next Country Partnership Framework.
3. Each CPE covers World Bank, IFC, and MIGA operations.



Climate Change & Environmental Sustainability

The WBG is committed to help its client countries meet the goals of the Paris Agreement. Climate change is a priority corporate goal for the WBG, as laid out in the capital increase package and IDA special theme. Similarly, promoting environmentally sound development is a central part of the capital package, and achieving the twin goals in a sustainable manner. IEG will help inform the WBG on its progress within the climate change agenda and assess its efforts to help countries reach their development goals in an environmentally sustainable manner.

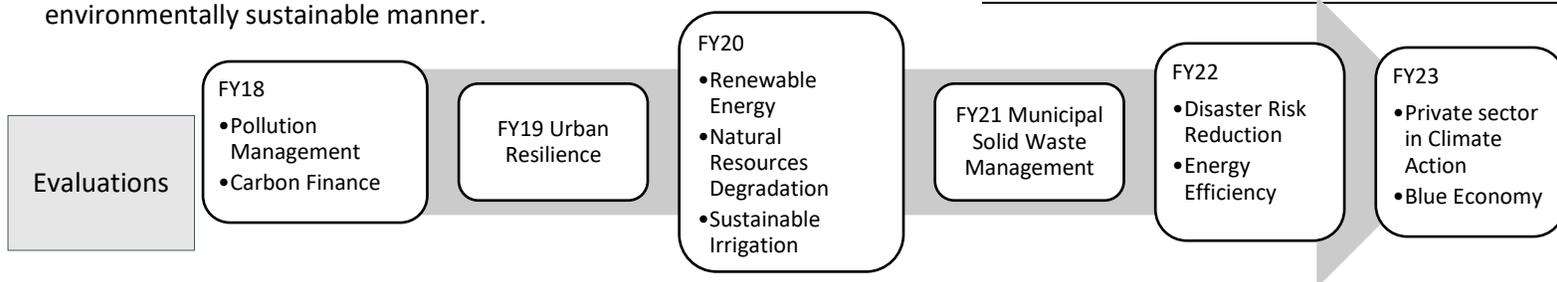
SDG goals #6,7,13,14,15:
Clean Water & Sanitation,
Affordable & Clean Energy,
Climate Action,
Life Below Water, Life on Land



Forward Look & Capital Increase
Leading on Global Issues: Climate Change

IDA 20 Special Themes:
Climate Change

IFC 3.0:
Cross Sector Impacts: Climate Action



FY 22-23 Evaluations

1) Strategic Relevance; 2) Key challenges/ learning needs of the WBG and clients; 3) Scope

Disaster Risk Reduction:

1. Disaster risk management is key to climate change adaptation, the WBG climate change action plan, the capital increase package, and for IDA. Shifting from reactive disaster response to proactive disaster risk reduction is critical for reducing vulnerability but faces challenging political dynamics.
2. The evaluation will look at where and how the Bank has managed to build client demand for risk reduction and achieve results.
3. WB.

Energy Efficiency (EE):

1. EE is key to achieving a clean energy transition and to meet the climate change mitigation targets of the Paris agreement. It is thus strongly aligned with the WBG forward look and capital increase goals.
2. The evaluation will review the WB and the IFC's work to support EE, including how they address challenges related to policy & regulations, institutions, information & awareness, technical capacity, and finance.
3. WB and IFC.

Private Sector Participation in Climate Action (Including Agriculture and Energy):

1. Meeting the world's goals for averting and adapting to climate change will require transformational change, including massive investment by the private sector. Under its climate change action plan, the WBG has sought to catalyze private capital for climate action, including through helping to green the financial sector, and engaging in high opportunity sectors.
2. The WBG can learn from experience in supporting solar power, wind power, climate smart agriculture, and other sectors as it seeks to build private sector engagement in emerging areas. The evaluation will have a learning objective and identify successful strategies where the WBG has catalyzed private sector participation and investment in support of the climate agenda.
3. WBG

Blue Economy:

1. The blue economy is an emerging locus of WBG support on sustainable use of ocean resources for economic growth, improved livelihoods and jobs, and ocean ecosystem health. This supports corporate priorities on biodiversity conservation, small island states, and the achievement of SDG 14 (life below water).
2. IEG's evaluation will identify lessons from experience as the WBG expands its engagement on blue economy issues. It is likely to concentrate on work under four themes: sustainable fisheries; marine pollution and waste; oceanic sectors such as tourism, transport, and offshore renewable energy; and marine and coastal resource management.
3. WB and IFC.



Mobilizing Finance for Development

The WBG adopted the Mobilizing Finance for Development (MFD) approach to leverage the private sector in ways that optimize the use of scarce public resources. This approach is critical for the WBG to reach its twin goals by 2030 and builds on substantial experience across the institution in helping governments crowd in the private sector to help meet development goals. IEG will help the WBG understand how it can further enhance its effectiveness in channeling private sector for development.

SDG goal #17:

Partnership for the Goals



Forward Look & Capital Increase:
Mobilize Finance for Development

IFC 3.0:

Creating Markets, Mobilize Private Investors

Evaluations

FY16 Capital Market Development

FY18 IFC Asset Management Company

FY19 Creating Markets

FY21 IFC K-12 Education

FY20

- MIGA non-honoring of govt. debt obligations
- Private Capital Mobilization

FY22

- Domestic Resource Mobilization
- IFC Additionality in MICs

FY23

Catalyzation of private finance (IBRD/ IDA) and Cascade

FY 22-23 Evaluations

1) Strategic Relevance; 2) Key challenges/ learning needs of the WBG and clients; 3) Scope

Domestic Revenue Mobilization:

1. IDA Countries collect less than 15% of their GDP in tax revenues and governments need to ensure that tax systems are fair and equitable for all.
2. The evaluation aims to study the extent to which the WBG contributes to broadening clients' tax bases in an equitable way and collaborates with development partners, and to identify what works as well as opportunities for improvement.
3. WB

IFC Additionality in Middle Income Countries:

1. IFC's financial and non-financial additionality is needed to accelerate growth in productive private enterprises, particularly in Lower Middle-Income countries. IFC has stated intentions to re-balance its portfolio in the 3.0 strategy leaning towards IDA and FCVs; yet working in LMICS and a few UMICs are key to IFC's financial sustainability.
2. First challenge is to understand IFC additionality's transmission mechanisms in MICs and the results achieved beyond the firm, to households and end-beneficiaries. A second challenge from a learning perspective is to understand the links between IFC additionality and upstream activities in MICs.
3. IFC.

Catalyzation of private finance including WBG collaboration and the Cascade:

1. Through financing and capacity building, the Bank has committed to support upstream reforms for catalyzing private finance. Specifically, the Bank can play an important role in the Financing for Development agenda, contribute to reforming sector policies and regulations, fostering transparency (e.g., debt), which strengthen investor confidence, and encourage projects to be undertaken in a fiscally responsible manner, all of which are key to catalyzing private finance.
2. The evaluation will aim to study the extent to which the Bank has indirectly, through enabling environment work, supported private capital flows to projects and sectors with significant demonstration and systemic effect: for example, by derisking countries and sectors, rebalancing incentives for catalyzation of private finance, supporting needed policy reforms, and promoting knowledge diffusion and coordination among development actors. In reviewing this, the evaluation will also assess how effectively the Bank has been collaborating with IFC and MIGA to inform catalyzation opportunities and how effective the cascade has been.
3. WB.



Human Capital

To meet its twin goals, the WBG recognizes that it must invest in developing human capital in client countries. This includes investing in peoples' knowledge, skills, and health to enable them to realize their potential as productive members of society. The WBG announced the Human Capital Project in 2017 and has made this an institutional priority. IEG will generate evaluative evidence to help the WBG in its efforts to leverage human capital investments for growth and productivity.

SDG goals #: 2,3,4

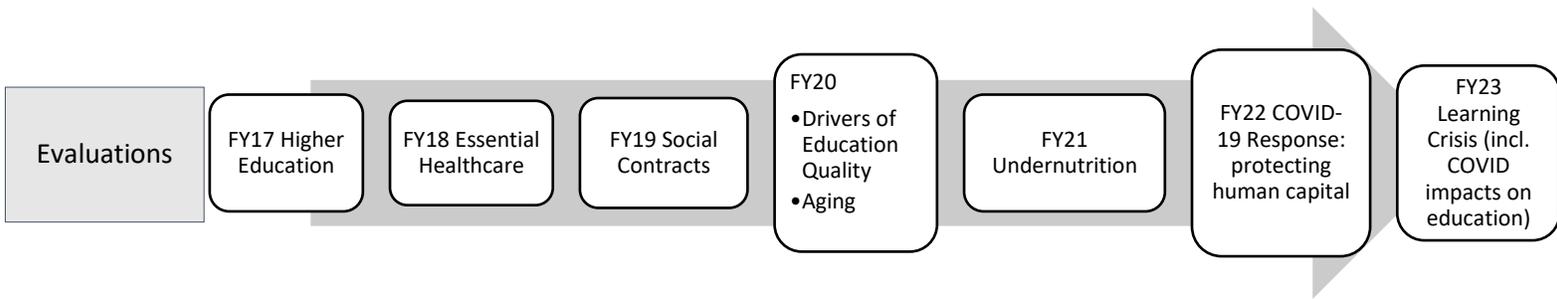
**Good Health,
Quality Education, Zero Hunger**



**Forward Look & Capital Increase
Human Capital**

**IDA 20 Special Theme:
Human Capital**

**IFC 3.0:
Sector Impacts- Health and Education**



FY 22-23 Evaluations

1) Strategic Relevance; 2) Key challenges/ learning needs of the WBG and clients; 3) Scope

COVID-19 Response- Support to Preserve Human Capital:

1. The WB fast-track facility for COVID-19 (coronavirus) response is to address immediate health and economic needs in countries to respond to the pandemic.
2. The evaluation aims to generate learning on the relevance of the COVID-19 response, identify what has facilitated or hindered multidimensional implementation, and how monitoring and evaluation, innovation and learning have been important to adjust implementation.
3. WB.

Learning Crisis including COVID-19 impact on education:

1. Learning outcomes have been weak in many Bank client countries and COVID has aggravated the situation substantially. Of 720 million primary school age children, 382 million are learning poor, either out of school or below the minimum proficiency level in reading. COVID-19 could boost that number by an additional 72 million to 454 million. Without mitigation, learning poverty could increase from 53 percent of primary school-age children to 63 percent. Improving learning outcomes and mitigating the impact of COVID on children's education are essential to achieving the SDGs and to enable countries to better leverage their human resources.
2. The evaluation is expected to assess how the WBG is contributing to improved learning outcomes in countries and how it is addressing the impact of COVID-19 on the deepening of the already existing learning crisis. It will aim to help foster learning to strengthen the WB's approach to addressing the learning crisis in countries.
3. WB.

Jobs, Growth, & Shared Prosperity

The WBG's mission is more urgent than ever as extreme poverty remains at over 700 million people and income growth is insufficient to achieve shared prosperity. Among its priorities, the WBG must work towards fostering growth and creating jobs. The IDA 18 and 19 replenishments have also adopted Jobs and Economic Growth as special themes. By focusing on these priority areas, IEG will help the WBG continue to progress towards its twin goals by providing lessons on what works, what doesn't and why.

SDG goals #1,2,8,9,10,11:

Zero Hunger, Decent Work & Economic Growth, Industry Innovation and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities



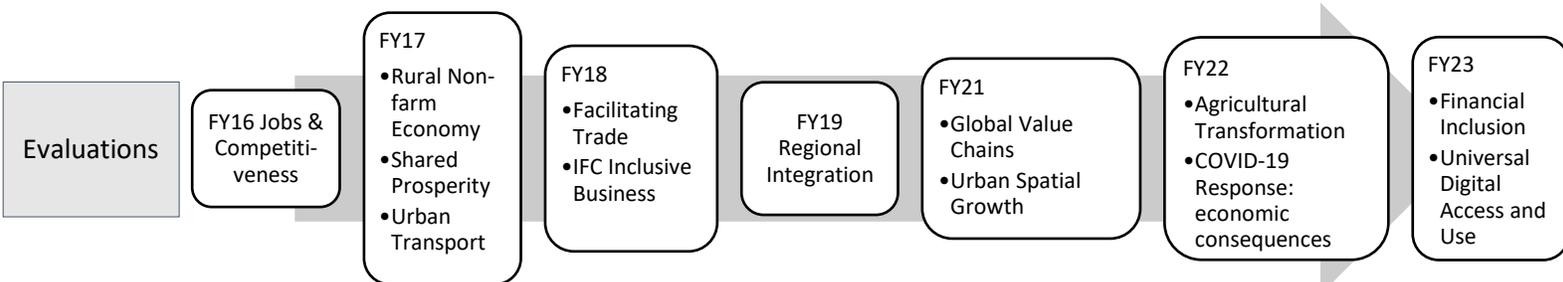
Forward Look & Capital Increase Sustainable & Inclusive Growth

IDA 20 Special Themes:

Jobs & Economic Transformation

IFC 3.0:

Cross Sector Impacts: Employment Creation & Economic Growth



FY 22-23 Evaluations

1) Strategic Relevance; 2) Key challenges/ learning needs of the WBG and clients; 3) Scope

Agricultural Transformation:

1. Inclusive development in the agri-food sector has historically been one of the most powerful tools to reduce poverty and feed a growing population.
2. The evaluation aims to assess how effectively the WBG has contributed to shaping and transforming agri-food systems that achieve economic and social impact and foster sustainable food systems.
3. WBG.

COVID-19 Response- Support to Address Economic Consequences:

1. In addition to the devastating human toll, the pandemic has had massive economic implications. The global shock to public health triggered extreme measures that paralyzed the flow of people, goods, and services, limiting the supply and the demand for goods. These measures disrupted economic activity, including work, consumption, production chains, and trade, and led to a global recession. The crisis has affected the most disadvantaged economies especially severely. Addressing the economic consequences of the pandemic is essential to sustainable & inclusive growth objectives.
2. The evaluation will assess how well the WBG is helping client countries and firms address these severe economic issues. The evaluation will have a strong learning objective aimed to help the WBG improve its response as it moves forward.
3. WBG.

Financial Inclusion

1. Financial inclusion is a key enabler to reducing poverty and boosting prosperity. Achieving financial inclusion is linked to the achievement of at least nine of the sustainable development goals.
2. The evaluation will aim to assess the extent to which the WBG has achieved its 2020 universal financial access goals, and whether efforts have reaped the desired development outcomes. The evaluation has been postponed to FY23 from FY21 due to the unavailability of Findex Data due to COVID-19.
3. WBG.

Universal Digital Access and Use

1. Universal and affordable access to the internet is one of the Sustainable Development Goals which the Bank is also strongly committed to. This target was to be achieved by 2020. The COVID crisis has further highlighted the importance of digital access.
2. The evaluation will aim to understand how the Bank can help countries achieve universal digital access, including in environments which make it challenging to make such projects bankable (such as in rural/remote areas). The evaluation will also aim to understand how the WBG is supporting greater use of the internet and digital technologies where access is being provided.
3. WBG.



Governance & Institutions

With increased fragility, extreme pressure on resources, and rapidly evolving large-scale service delivery needs, the ability of governments to respond to governance challenges, especially in the wake of the COVID-19 pandemic, is stretched in unprecedented ways. Governance and Institutions has been made a special theme in both IDA 18 and 19 replenishments. IEG will focus on this area as a cross-cutting theme to generate lessons to inform the WBG's work in supporting countries build capable, efficient, open, inclusive, and accountable institutions.

SDG goals #1, 16:
No Poverty, Peace and Justice



IDA 20 Cross-Cutting Theme:
Governance & Institutions



FY 22-23 Evaluations

1) Strategic Relevance; 2) Key challenges/ learning needs of the WBG and clients; 3) Scope

Public Institution Transparency & Accountability:

1. One of the core functions of the WBG is to support client countries to build capable, efficient, open, inclusive, and accountable institutions. Governance breakdowns in institutional quality, including limited mechanisms for citizens to hold government to account, carry a great risk of negative impact on economic and social development.
2. The proposed evaluation will assess WBG support to, and engagement with, a set of institutions that have a mandate to preserve and promote the integrity, transparency, and accountability of the broader public sector, including responsive and robustly functioning system of checks and balances.
3. WB.



WBG Corporate Effectiveness

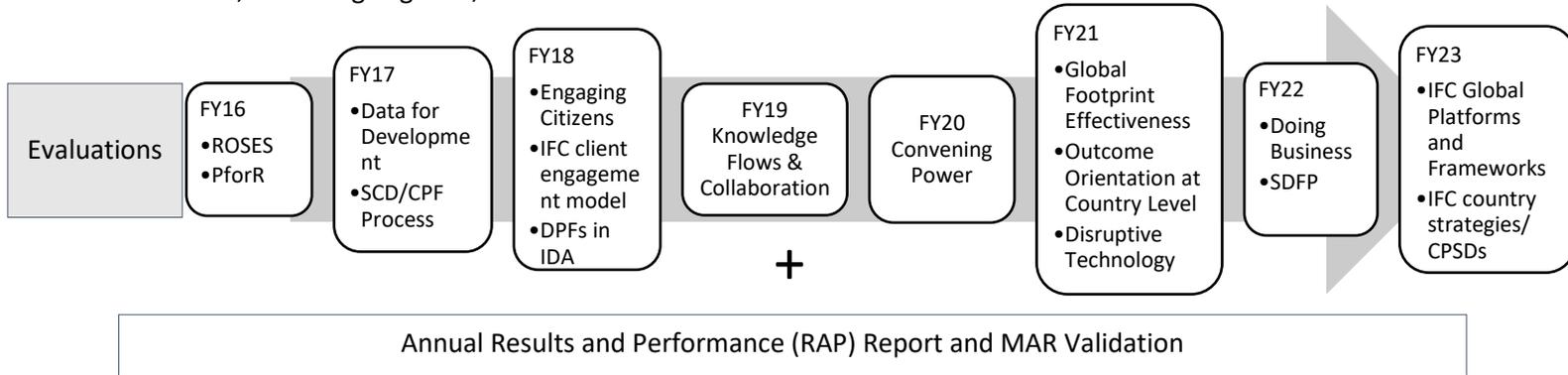
For the WBG to achieve its strategic goals, it is critical to understand whether it is functioning optimally as a development institution. This is a cross cutting theme which will include evaluations of the WBG's corporate effectiveness, including its policies, instruments, corporate commitments, knowledge agenda, etc.

SDG goals #17:

Partnerships for the goals



Forward Look & Capital Increase
Better and Stronger WBG



FY 22-23 Evaluations

1) Strategic Relevance; 2) Key challenges/ learning needs of the WBG and clients; 3) Scope

Doing Business Report:

1. Although popular, the Doing Business indicators have also been the subject of controversy regarding their methodology, accuracy, and potential biases and the way they are used in shaping and assessing country policy reforms. The Board has called on IEG to review this report largely to respond to such criticisms.
2. This focused evaluation will examine the relevance and effectiveness of the use of DB indicators in guiding client country business environment reforms, including those supported by the WBG and those undertaken without its support.
3. WBG.

Sustainable Development Financing Policy (SDFP):

1. The SDFP, adopted in response to concern with mounting external public debt vulnerabilities in IDA-eligible countries, seeks to create incentives to strengthen country-level debt transparency, enhance fiscal sustainability, and strengthen debt management.
2. This evaluation will provide early feedback on the implementation of the SDFP to identify lessons to enhance its effectiveness. It will assess the relevance of the SDFP in addressing the sharp rise in debt stress in many IDA-eligible countries as well as early implementation of the policy.
3. WB.

IFC Global Platforms and Frameworks:

1. IFC's Platforms and Frameworks are designed to find efficient ways for the IFC to deliver its mandate. They have different goals, including to help clients improve performance, diversify funding sources, achieve sustainability and sensitivity to local conditions, avoid or mitigate adverse impacts, and manage sectoral risks. They can improve transparency, help engage better with investors, beneficiaries, end-users and citizens by advocating for and facilitating compliance (e.g., equator principles) with best practices. Importantly, they can improve responsiveness and efficiency through economies of scale and greater delegation of authority.
2. This review will study the extent to which IFC's platforms and frameworks have supported the corporate effectiveness goals in the IFC 3.0 context.
3. IFC.

IFC Country Strategies, CPSDs, and Deep Dives:

1. IFC has developed a dedicated architecture and capability, including its country economics knowledge and capacity, to inform its selectivity framework, enhance the effectiveness of its projects and programs, and contribute to greater impact in client countries.
2. IFC is keen to understand the impact of this investment and whether it has helped IFC become an impactful part of WBG engagements in client countries.
3. IFC.

Appendix B. FY 16-20 Completed IEG Evaluations

Work Streams	FY16	FY17	FY18	FY19	FY20
Gender					
Fragility, Conflict, and Violence	• Fragile Situations in non-FCS countries		• Forced Displacement		• IFC in FCV (Synthesis)
Climate Change and Environmental Sustainability		• Water Supply and Sanitation	• Pollution Management • Carbon Finance	• Urban Resilience	• Renewable Energy • Sustainable Irrigation (meso)
Mobilizing Finance for Development	• Capital Market Development		• IFC Asset Management Company (meso)	• Creating Markets	• Private Capital Mobilization
Human Capital		• Higher Education	• Essential Healthcare	• Shaping Social Contracts (meso)	• Drivers of Education (meso)
Jobs, Growth & Shared Prosperity	• Jobs and Competitiveness	• Rural Non-Farm Economy • Shared Prosperity • Urban Transport	• Facilitating Trade • IFC Experience with Inclusive Business (meso)	• Regional Integration	• SME Support (Synthesis)
Governance & Institutions					• SOE Reforms • Public Utility Reform (Synthesis)
WBG Corporate Effectiveness	• RAP 2015: Gender Equality • WBG's self-evaluation system (ROSES) • PforR	• RAP 2016: Managing for Results • Data for Development • SCD/CPF Process Evaluation	• RAP 2017: Environmental Sustainability • Engaging Citizens • IFC Client Engagement Model • Maximizing Impact of DPFs in IDA Countries (meso)	• RAP 2018 • Knowledge flow and collaboration	• MIGA non-honoring of government debt obligations (meso)
CPE	• Clustered CPE on Small States		• Rwanda, Mexico		• Philippines, Albania

Appendix C. FY 22 Evaluations- Work Stream Intersections

[* = main work stream ✓ = Intersecting work stream]

	Gender	FCV	Climate Change & Environmental Sustainability	Mobilizing Finance for Development	Human Capital	Jobs, Growth, & Shared Prosperity	Governance & Institutions	WBG Corporate Effectiveness
FY 22								
Gender Equality in FCVs (incl. women's economic opportunities & GBV)	*	*			✓	✓		
Disaster Risk Reduction			*	✓			✓	
Energy Efficiency			*	✓		✓		
Domestic Revenue Mobilization		✓		*		✓	✓	✓
IFC Additionality in MICs				*		✓		
COVID-19 Response: Support to Preserve Human Capital					*			✓
COVID-19 Response: Support to Address Economic Consequences						*		✓
Agricultural Transformation	✓	✓	✓	✓		*		
Doing Business								*
Sustainable Development Financing Policy (SDFP)		✓		*			✓	*
Chad CPE		✓						
Mozambique CPE	✓	✓	✓			✓	✓	
Tanzania CPE					✓	✓		
Ukraine CPE		✓				✓	✓	
Madagascar CPE	✓	✓	✓	✓	✓	✓	✓	
Kyrgyz Republic CPE						✓	✓	

Appendix D. IEG Learning Engagements FY20-21

Title	WBG Counterpart Department/ Unit
FY20	
Evolution and performance of WB Housing Portfolio	Urban, Disaster Risk Management, Resilience, Land GP
How to Improve WBG's Development Effectiveness in MNA	Middle East and North Africa regional unit
Assessing the Results Monitoring and Measurement Framework for IFC's Corporate Finance Services	IFC Corporate Finance (CTACF)
Addressing Urban Crime and Violence Risks in World Bank Operations	Urban, Disaster Risk Management, Resilience, Land (URL) GP; Fragility Conflict and Violence (FCV) Global Theme
IFC Advisory Services (AS) Sector Highlights: Analysis of AS support provided to IFC investment clients	IFC Sector Economics and Dev. Impact Unit
A comparative analysis of AIMM-backfilled projects and XPSRs/EvNotes	IFC Sector Economics and Dev. Impact Department
IFC MAS Sector Highlights – Development outcome drivers in IFC's Agribusiness portfolio	IFC Manufacturing, Agribusiness, and Services
WBG interventions in Justice and Security sectors in FCV contexts: evidence from IEG evaluations (2007-19)	EFI-MTI-Macro/Fiscal-Tax; FCV, Governance GP; Microeconomics, Trade and Investment (MTI) GP, Urban, Disaster Risk Management, Resilience, Land (URL) GP; Legal
Supporting Climate Change M&E	Climate Change Strategy and Operations
FY21	
Using DPF to support Anti-Covid19 Crisis Response: Lessons from IEG Evaluations of DPFs in Past Crises	Human Capital GP
How to improve WBG interventions in Justice and Security sectors: evidence from IEG evaluations (2005-2020)	Governance GP
Improving Road Safety Project Designs and Results Measuring	Global Road Safety Fund (GRSF) and the Western Africa Transport Unit (IAFT4)
Scaling up PPP programs – experience from World Bank operations	Infrastructure, PPP, and Guarantees (IPG) GP
Anticipating an economic impact of urban infrastructure projects	Urban, Disaster Risk Management, Resilience, Land (URL) GP
Joint IFC / IEG Financial Industry Group (FIG) Sector Highlights	IFC Financial Institutions Group
Lessons of Experience from Credit Bureaus AS portfolio	IFC Financial Institutions Group, IFC Africa AS
Toward the Development of GP specific JOBs Theories of Change	Social Protection and Jobs GP

Appendix E. Gap Analysis

In FY21, IEG conducted a coverage gap analysis with the aim to assess how well IEG's thematic evaluation portfolios cover the respective project portfolios of the World Bank, IFC, and MIGA, and to identify gaps (if any) in such coverage where IEG may need to focus attention through upcoming evaluations. The analysis is part of IEG's continued efforts to ensure a relevant fit of its evaluations with the evolving focus and trends of WBG operations.

The coverage gap analysis compares portfolios covered under IEG's thematic evaluations with WBG portfolios. It includes all major and meso evaluations⁴ completed or designed by IEG between FY15-21, covering evaluation portfolios⁵ going back as far as FY06. These portfolios were compared with the respective project portfolios of WB lending operations, IFC Investment and Advisory Services⁶, and MIGA projects. The analysis focused on coverage by: i) project count and commitment, ii) regional distribution, iii) client type (IDA vs IBRD), iv) Fiscal Year, and v) sectors, themes, and industries. In this analysis, the coverage of sectors, themes and industries is considered high if IEG's coverage share is above the average portfolio coverage share as presented in Figure 1, for each institution. Furthermore, it should be noted that this analysis only refers to coverage by IEG evaluations. Hence the conclusions are in addition to the coverage of IEG's microproduct reviews.

Overall coverage and alignment between IEG's portfolio and the portfolios of WB, IFC, and MIGA is strong. Figure 1 shows that IEG has covered through its thematic evaluations between 70-80% of the projects in the WB lending, IFC Investment, and MIGA Guarantees portfolios. The coverage is even higher in terms of commitment amount. Furthermore, Figure 1 also shows that a significant share of projects (62% for WB lending, 44% for IFC IS, and 75% for MIGA) in IEG's evaluations are included in the portfolio of more than one evaluation, indicating that projects are assessed from different perspectives.

As Advisory Services are evaluated only in IFC, the analysis looked only at IFC AS data which shows a significant coverage. Although the coverage of such portfolio is lower than for investments, IEG still covered a significant share of these projects - over 50% - in its evaluations, and 23% of the AS projects were included in more than one evaluation.

In terms of alignment, the IEG portfolio shares are almost identical to those of the WBG institutions across different dimensions. Figure 2 shows that the shares by region in IEG's portfolio are almost identical to those of the WBG institutions' portfolios. The same overall alignment is observed with respect to client types (IDA vs IBRD), Fiscal Year, sectors, themes, and industries.

⁴ 54 out of 61 evaluations conducted during FY15-20 where included in the analysis. The excluded 7 evaluations evaluated country programs, strategies, or other aspects of the WBG work and did not have specific project portfolios.

⁵ The IEG portfolio as defined in this analysis lends equal weight to all Project IDs included in an evaluation's portfolio, irrespective of the extent of the portfolio analysis.

⁶ The IFC AS database goes back to FY09, as the data before that are deemed unreliable.

Figure 1: IEG coverage of WBG portfolios, by projects and commitment amount.

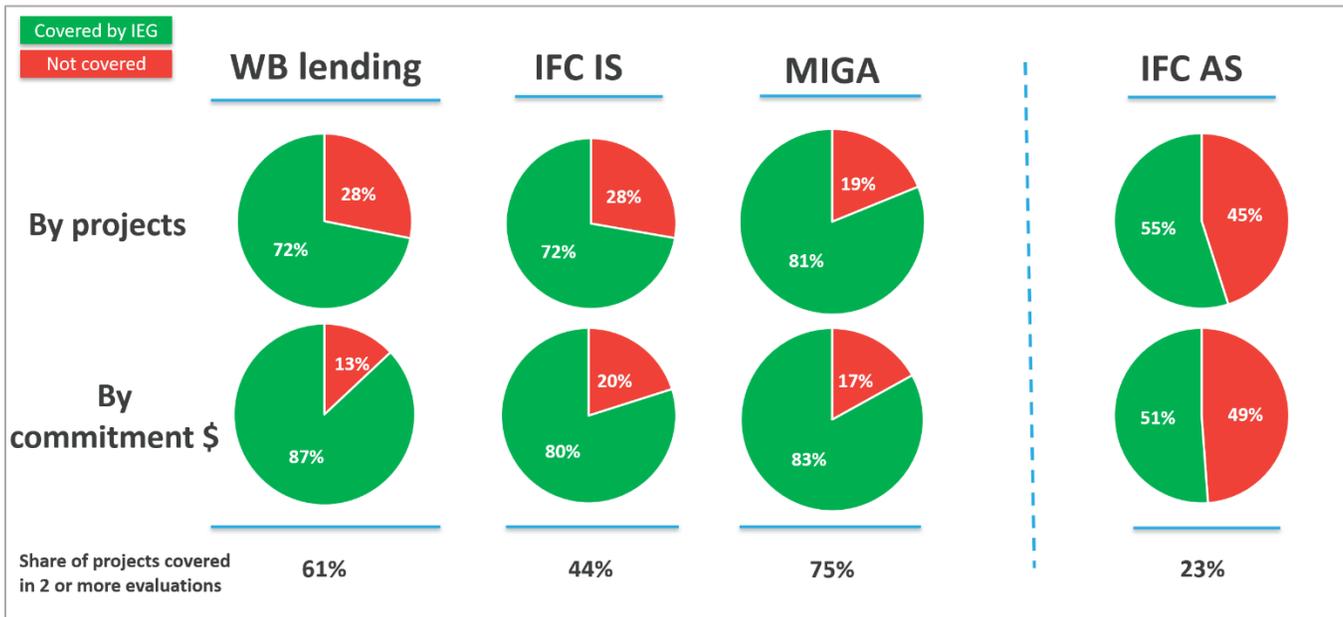
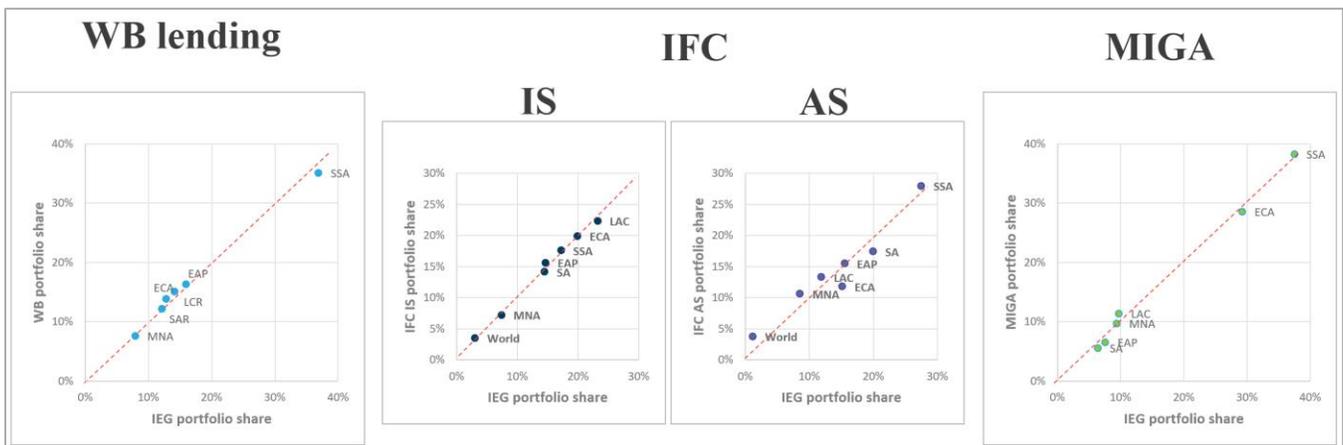


Figure 2: Alignment of IEG's portfolio and WBG portfolios, by regional distribution.



Notwithstanding a strong alignment *across* sectors, themes, and industries, deep dives into the Bank portfolios highlight some areas *within* sector, theme, or industry that have been less covered by recent IEG thematic evaluations. In particular, as illustrated in Figure 3, “Public Sector Management” is the second largest theme in the WB lending portfolio (19%) but IEG has covered a smaller percentage of that portfolio than of other portfolios (although the coverage remains high at nearly 75%). As such, a significant number of projects within this sub-theme have not been included in IEG evaluations. Within the “Public Sector Management” theme, the sub-themes related to “Public Expenditure Management” and “Transparency, Accountability and Good Governance” account for a significant share of the theme (almost 50% with over 1600 projects together) and have 28% and 38% of their projects that have not yet been covered by IEG through a thematic evaluation. At the same time, the “Judicial and other DRM” sub-theme also shows a high percentage of projects not covered yet by IEG (45%) in thematic evaluations, but the number of projects in that sub-theme is low, and hence does not constitute a significant gap in volume.

Similarly, the theme “Social Development” has a relatively low coverage by IEG’s evaluations compared to its relative importance in WBG portfolios. In particular, the sub-themes “Other Excluded Groups” and “Conflict Prevention” present a relative high share of projects that have not yet been covered by IEG thematic evaluations, although in terms of volumes and number of projects these sub-themes are quite small.

“ICT services” is another theme that has not been covered much by IEG’s thematic evaluations (Figure 4) although the relative IEG size of this sub-sector is small.

By contrast, the figure highlights that the “Economic Policy” theme has been very well covered by IEG, more than would be suggested by its relative size in the WB lending portfolio.

Figure 3: WB lending portfolio themes and sub-themes with example of a potential coverage gap within the ‘Public Sector Management’, “Social Development”, and “Economic Policy” themes.

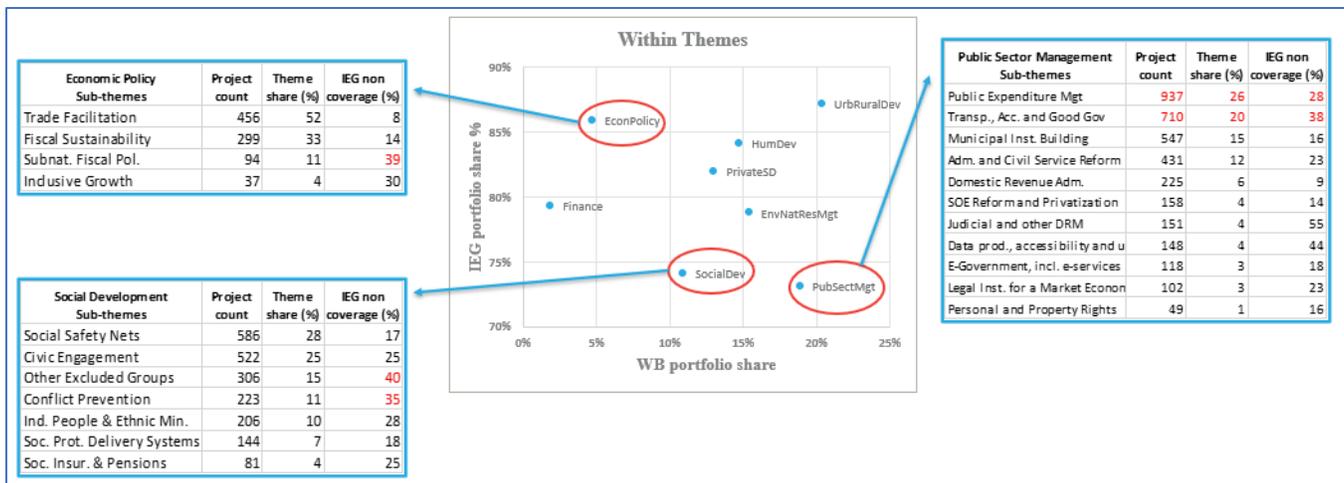
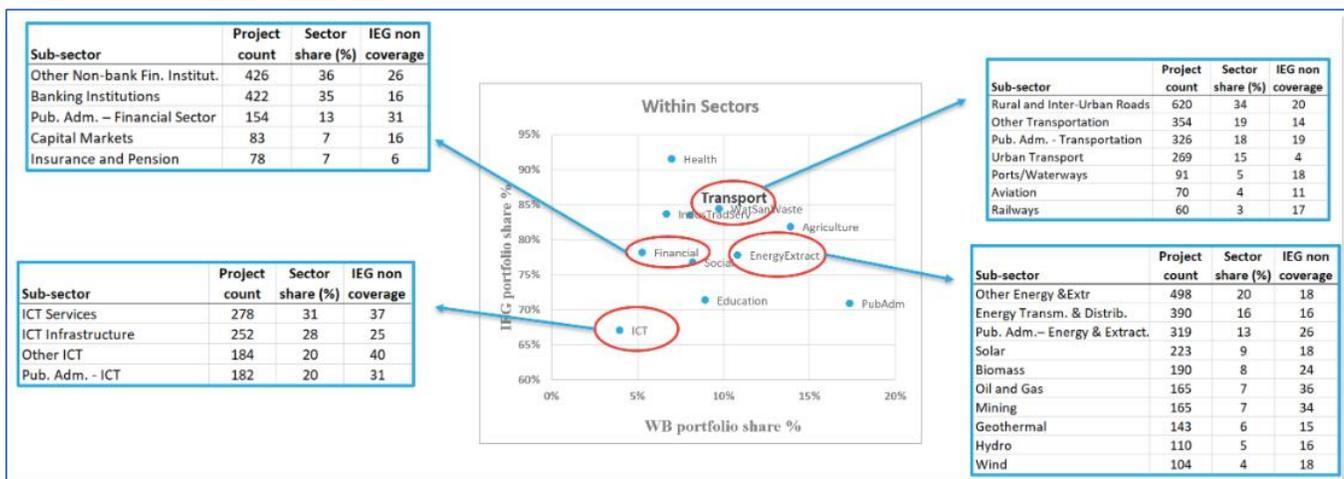


Figure 4: WB lending portfolio sectors and sub-sectors with example of a potential coverage gap within the Financial and Infrastructure sector



Similarly, for the IFC, the analysis reveals strong coverage of all portfolios overall. The same logic to identify potential coverage gaps has been followed for industries and sectors in IFC IS and AS, as illustrated in figures 5 and 6. In this case, while IEG coverage is relatively high, the

“Financial Markets” industry (as well as the “Financial” sector for AS) is an outlier due to its particularly large share of IFC portfolios. Deep dives into IFC IS and AS portfolio sub-industries and sub-sectors show that “Fintech” and “Trade and Commodity” have a slightly lower coverage rate than the rest of IFC’s portfolios, but they constitute only small shares of the “Financial Markets” industry.

Figure 5: IFC IS portfolio shares by industries with example of a potential coverage gap for Fintech and TCF within the Financial Markets industry, although the corresponding project volume is small.

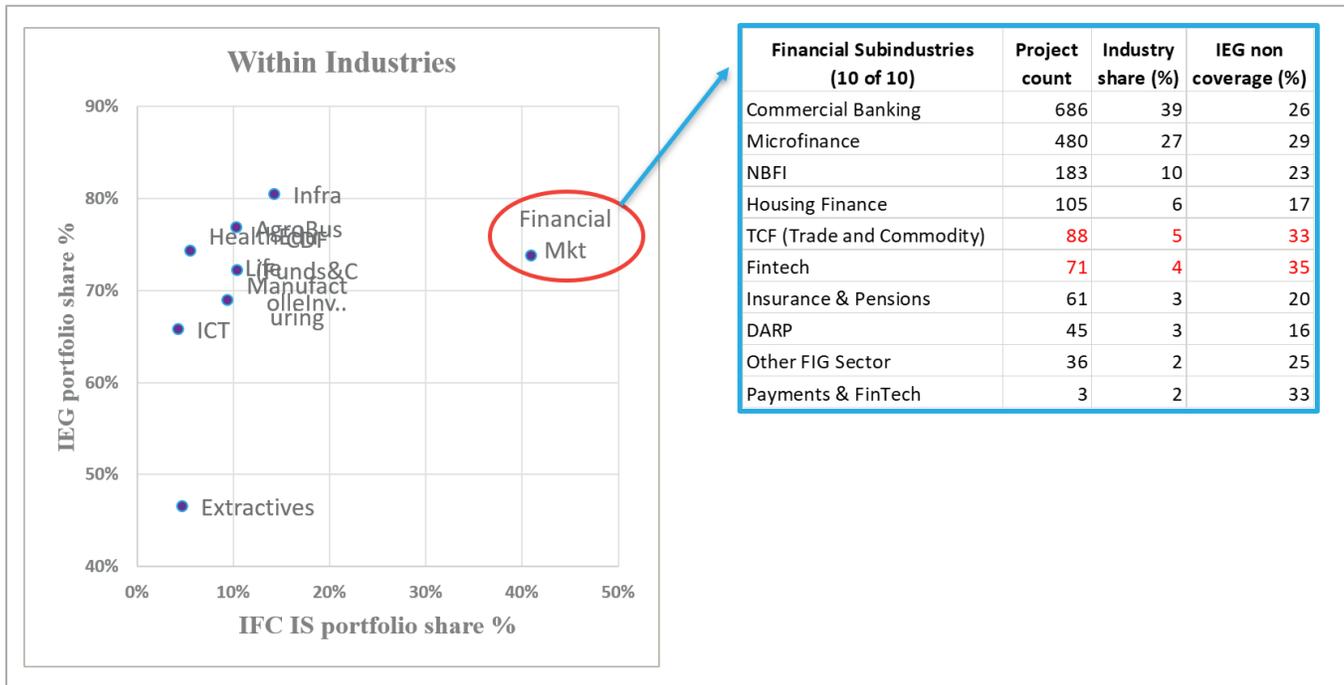
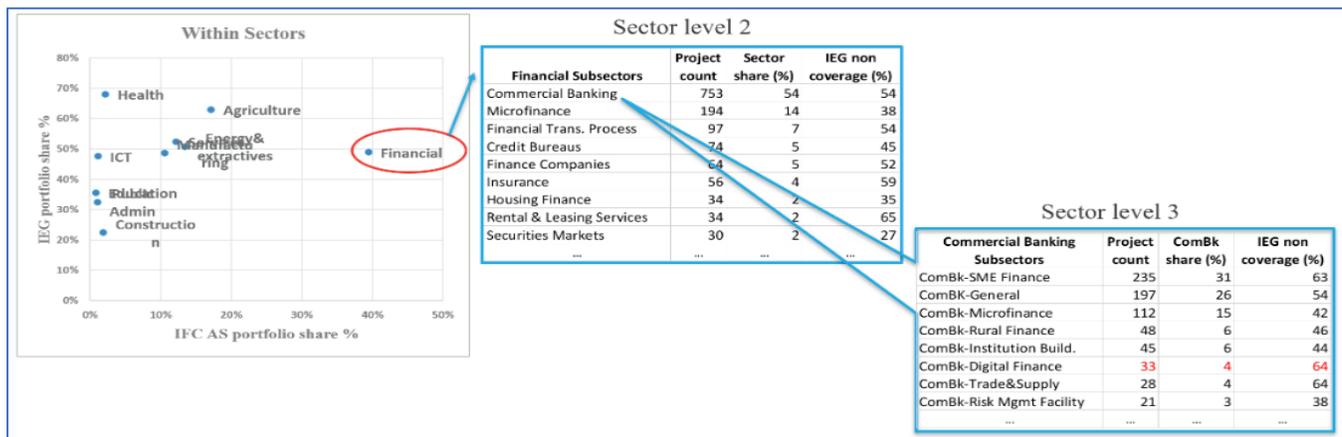


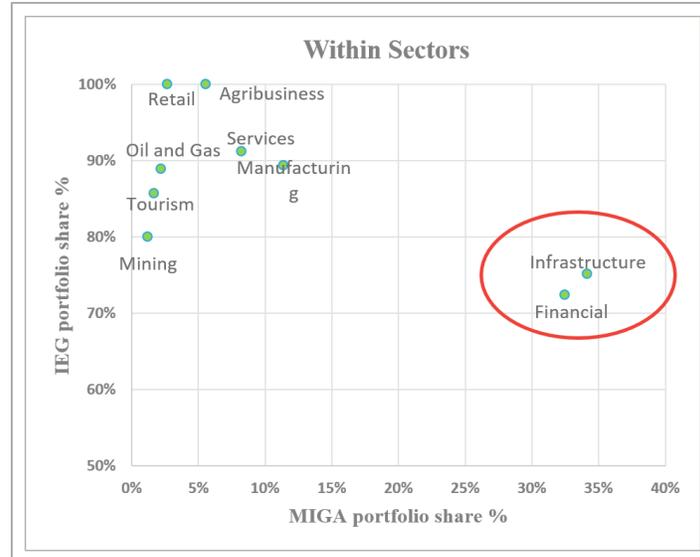
Figure 6: IFC AS portfolio shares by sector and sub-sector with example of potential coverage gaps within sub-sector levels 2 and 3.



The data used in this analysis did not include specific sub-sector data for MIGA projects, preventing the possibility of a deep dive. However, following the same logic presented above, the sectors of “Infrastructure” and “Financial” sectors have been slightly less covered by IEG

because they each constitute a large share of the MIGA portfolio (Figure 7) although their respective coverage rates are high at more than 70%.

Figure 7: MIGA portfolio shares by sector. Two sectors stand out as potentially holding coverage gaps.



The overall results of the coverage gap analysis show that IEG covers a significant share of the WBG portfolio, and there is no apparent misalignment between IEG's and the WBG's portfolios, testament to IEG's robust selection criteria. At the same time, the results highlight some sub-themes where IEG's coverage of WBG portfolios has been smaller relative to other sectors. IEG's proposed work program would partially address these differences, including through a proposed strengthened "Governance and Institutions" stream of evaluations, new evaluations related to digital technologies, and a continued focus on FCV-related evaluations.

Appendix F. IEG Monitoring, Evaluation, and Learning (MEL) Plan

Tools to understand IEG's performance and influence

IEG's objective is to help the WBG meet its goals and enhance its development effectiveness through timely, robust evaluation. IEG has set up multiple mechanisms to help itself and the Bank Group's shareholders understand its performance and influence:

- **Theory of change** of IEG sets out IEG's main areas of work and how they influence the behavior of actors inside and outside the WBG and contribute to enhanced accountability and learning for development effectiveness.
- **IEG's results framework** (this document), reports annually on IEG's key performance indicators aligned with the theory of change and the WBG Evaluation Framework.
- **IEG's annual work program** proposes the annual budget and a three-year rolling work program.
- **Quarterly reporting to CODE** reports on progress against budgetary and delivery benchmarks.
- **IEG's annual report** presents and illustrates IEG's deliverables – validations, evaluations, evaluation capacity development, communication, and outreach— and highlights aspects of IEG's visibility and influence.
- **IEG's annual client survey** gathers feedback from IEG's key stakeholders in the Board of Executive Directors, operations, and externally on the quality, relevance, and usefulness of IEG's work.
- **External review of IEG** conducted every five years by independent international experts and peers, this review critically examines the independence, credibility, and utility of IEG's work and proposes recommendations for the future. A self-assessment exercise conducted by IEG provides inputs to the external review.

In line with the outcome orientation agenda, IEG's results framework has been modified to follow a Monitoring, Evaluation, and Learning (MEL) results system.

Monitoring Plan

The results framework in the following pages constitute the monitoring plan. The framework describes, quantitatively and qualitatively, IEG's strategic level outcomes (Tier 1), outputs (Tier 2), and operational effectiveness (Tier 3). These indicators will be monitored and updated on an annual basis. Several indicators from the results framework derive data from IEG's annual client survey on stakeholders' perceptions of the quality, relevance, and usefulness of IEG's evaluations and engagements. An online database of IEG's 'success stories' is also regularly updated showcasing evidence on use and influence from IEG's work.

Evaluation Plan

IEG has done reviews and initiatives to evaluate its influence and utility. IEG's self-evaluation assessed how, why, and with whom IEG has been influential and how to grow its influence with stakeholders. External expert consultants did a meta-evaluation to assess the credibility of a sample of IEG's major evaluations. An expert firm assessed IEG's online influence and presence. And an external firm evaluated IEG's "micro products", its project validations and evaluations, and recommended ways maximize the value add to the World Bank Group and enhance the efficiency of these micro products.

IEG also regularly evaluates how it manages its resources. It does bi-annual strategic staffing reviews to manage its human resources. The FY21 review of existing staff skills identified skills gaps and opportunities to re-skill staff to ensure alignment with work program delivery needs. An internal budget review benchmarked IEG against peer evaluation offices and other vice-presidential units. In FY22, an independent external evaluation of IEG is expected to be commissioned by CODE with a focus on IEG's role, utility, and influence as part of the WBG's evaluation system and knowledge architecture.

Learning Plan

IEG's leadership team regularly discusses the mentioned reviews and initiatives to identify areas and actions for improvement, in consultation with IEG staff. The FY22 independent external evaluation of IEG will also involve the formulation of an action plan in response to recommendations. In addition, the "IEG Academy" organizes annual Learning Days and other trainings geared to address individual learning and skills gaps. IEG's Methods Advisory Function hosts BBLs and courses on cutting edge evaluation methods. And many individual IEG staff deliver seminars and trainings at evaluation and Bank Group seminars and conferences.

Tier I: Strategic Results

Direct and medium-term outcomes that IEG is achieving in accordance with its strategic objectives



IEG'S COVID-19 LESSON LIBRARY



OUTCOME ORIENTATION EVALUATION



GLOBAL EVALUATION INITIATIVE

IEG evidence has informed the **WBG's COVID response**, including via its just-in-time syntheses of lessons from past crises. WBG Senior Management report to have used IEG's evidence in designing its approaches to the COVID response and have requested more syntheses of evaluative evidence to continue informing higher-level discussions on the pandemic response.

IEG contributes towards making the **WBG more outcome oriented**, which is a strategic priority for the Board/ CODE and WBG Senior Management. IEG's evaluation of outcome orientation at the country level, Results and Performance Report 2020, and technical advice continue to inform and influence this agenda. Also, IEG and management completed a **reform of the post evaluation follow-up system** (the "Management Action Record"). The reform's objectives are to support accountability in the follow-up of IEG evaluation recommendations by enabling better and more meaningful tracking, dialogue, and self-assessment of WBG Management's implementation of IEG recommendations.

As part of its mandate to promote evaluation capacity development in client countries, IEG launched the **Global Evaluation Initiative (GEI)**- a multi donor trust fund and global partnership platform aimed at coordinating and scaling up support for development of effective national evaluation and monitoring systems and capacities. Financial contributions of about \$20 mm have been made from Canada, New Zealand, Sweden, the Netherlands, Germany, Finland, Denmark, Switzerland, UNDP, IFAD, and IADB. Implementing partners include CLEAR centers, IPDET, ENAP, Portugal, the AfDB, ADB, the Islamic Development Bank, and WFP.

Tier I: Strategic Results

Direct and medium-term outcomes that IEG is achieving in accordance with its strategic objectives

ACCOUNTABILITY

IEG evaluations provide relevant information to the Board on WBG's results and development effectiveness.

Indicator	Current (FY21)	3 yr avg
IEG products improved the Board's understanding of WBG's development effectiveness	88%	65%
IEG evaluations align with the WBG's strategic priorities	68%	62%

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE

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.

Indicator	Current (FY21)	3 yr avg
Use of IEG to learn about factors of development effectiveness across sectors/themes	42%	68%
Use of IEG to learn about factors important to the design of a specific lending/non-lending operation	32%	50%

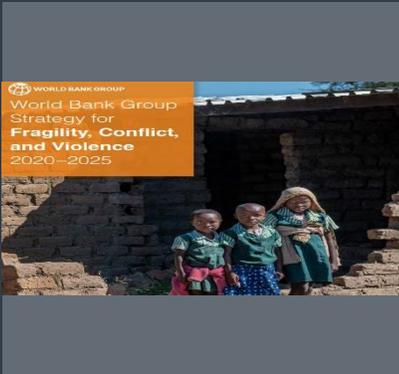
EVALUATION CAPACITY DEVELOPMENT

IEG strengthens M&E capacity, systems, and culture in WBG client countries through partnerships and direct efforts.

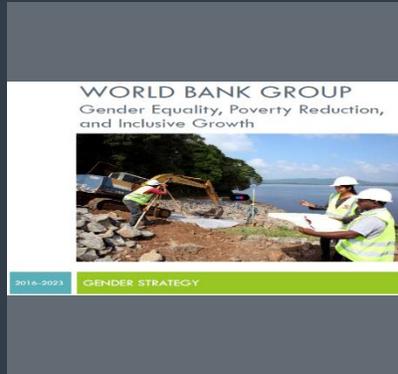
Indicator	Current (FY21)	3 yr avg
Increased use of evaluative evidence in decision-making in institutions (and countries) through GEI	TBD	TBD
Higher quality of selected evaluations in countries and institutions that have received support from GEI	TBD	TBD

Tier 2: IEG Outputs

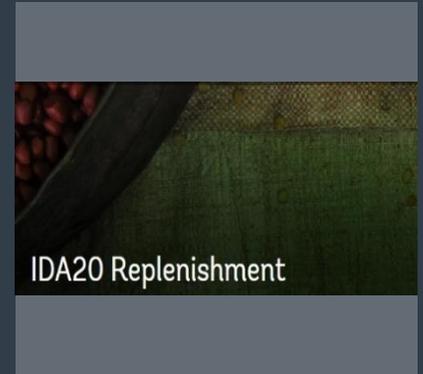
Activities and outputs delivered by IEG that contributes to achieving its strategic objectives.



WBG FCV STRATEGY



WBG GENDER STRATEGY



IDA 20 REPLENISHMENT

IEG contributed significantly to key strategies and frameworks adopted by the WBG. The **WBG FCV Strategy** relied on critical inputs from IEG's reviews of WBG's engagement in FCV settings. The **WBG Gender Strategy** benefitted from a midterm review conducted jointly by IEG and GIA to provide lessons for mid-course correction during implementation. IEG also contributed to the development of the **WBG Knowledge Framework** that draws heavily on evidence from IEG's evaluations. IEG has now been asked to provide several inputs (evaluations and syntheses) to **inform the IDA 20 replenishment discussions** in 2021 and will be part of the working group to define new metrics for the **new Climate Change Action Plan**.

Several IEG reports and notes have also helped inform key discussions and decisions across the WBG. IEG's evaluation on **Knowledge Flows and Collaboration** led to Bank Operations pushing to reform part of their operating model to enhance knowledge flows across GPs. IEG's evaluation on **social contracts**, which was conducted in a highly collaborative manner with Bank counterparts, helped create shared understanding of the concept and how it can be used by countries in their development work. In response to a request from the Social Protection and Jobs team, IEG produced a **just-in-time note to inform a Board Technical Briefing on Economic/Voluntary Migration** that drew on evidence from PPARs and major evaluations and highlighted lessons on factors that are critical ensure good project outcomes in contexts of migration. Findings from **IEG's clustered PPAR Synthesis on IFC's Blended Finance projects** were cited to support the US Congress authorization of the IFC capital increase.

Tier 2: IEG Outputs

Activities and outputs delivered by IEG that contributes to achieving its strategic objectives.

ACCOUNTABILITY		
IEG assesses WBG programs and activities on their expected results through evaluations and project validations		
Indicator	Current (FY21)	Target
Number of evaluations, including thematic evaluations and the annual RAP	17	10-13
Number of country program evaluations per year	2	4
IEG reviews and validates self-evaluations conducted by the WBG of its strategies and operations	100% ICRR 40% XPSR 51% PCR 100% PER 100% CLRR	100% ICRR 40% XPSR 51% PCR 100% PER 100% CLRR

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE		
IEG ensures its evaluations are widely disseminated, understood and valued, by its stakeholders. IEG engages directly with WBG staff to help answer development effectiveness questions using evaluative evidence		
Indicator	Current (FY21)	Previous year (FY20)
Number of DGE statements sent to the Board	12	1
Number of Board discussions where IEG evaluations or reports were referenced	20	1
Number of Learning Engagements	8	9
Number of just-in-time notes, syntheses papers	4	7
Number of WBG learning events co-sponsored by IEG	9	13
Level of engagement with IEG outreach platforms, per IEG client survey (client survey)	30%	38%

Tier 2: IEG Outputs

Activities and outputs delivered by IEG that contributes to achieving its strategic objectives.

EVALUATION CAPACITY DEVELOPMENT		
IEG contributes to the management and implementation of evaluation capacity development programs		
Indicator	Current (FY21)	Minimum Benchmark
Number of countries where GEI has provided technical assistance or advisory services	14	14
Number of institutions where GEI has provided technical assistance or advisory services	21	21
Number of trainings provided with global, regional, national or institutional reach	58	58
Number of people trained	9186	9186
Number of knowledge products (co-) created by GEI	38	38
GEI external knowledge platform established and functional (sharing information on GEI knowledge products, and external resources)	Not yet available	NA
Number of GLOCAL knowledge events held	TBD	255
Number of GLOCAL event participants	TBD	17,558



IEG METHODS ADVISORY FUNCTION



IEG ACADEMY



DIVERSITY, EQUITY, INCLUSION

IEG **consults widely with the Board and WBG Senior Management** to develop its work program. For each of its evaluations, IEG engages closely with the Board and WBG counterparts from the approach paper stage till finalization. IEG has also responded to Board and WBG Management concerns on absorptive capacity by striving to **balance the number of large evaluations** and sequencing them throughout the year to avoid bunching. To deliver its work program in an efficient manner, IEG's leadership team conducts **regular business reviews** to monitor its budget and staffing levels.

IEG's Methods Advisory Function plays a critical role in enabling teams to use cutting edge and rigorous evaluation methods, which this year also included workshops on adapting evaluations to restrictions imposed by the pandemic. A **meta-evaluation** to assess the credibility of IEG's evaluation studies was conducted in FY 21 that found that over the past five years, clarity of evaluation design has improved, and that more innovative methods are being utilized.

IEG's **in-house learning program (IEG Academy)** provides training to all IEG staff on both evaluation and business skills, and within the context of COVID-19, included a focus on new and innovative techniques, such as the use of **new technologies for remote observation**. IEG also worked with IFC to adjust evaluation processes, benchmarks, and timelines to accommodate the COVID-19 crisis impacts on IFC's portfolio. IEG also worked with IFC to better align existing evaluation frameworks with IFC's new **Anticipated Impact Monitoring and Measurement (AIMM) system**.

A comprehensive review of **IEG's micro products** (validations and project level evaluations) was conducted with the objective to enhance their value add, relevance, and efficiency. Action plans to further improve these products will be implemented in FY 22.

IEG's corporate priorities are aligned with the WBG with regards to **fostering diversity and inclusion**, adopting and implementing **WBG's core values**, responding to **staff engagement surveys**, and adhering to **institutional HR and Budget policies**.

Tier 3: IEG Performance

Measures IEG's operational effectiveness and its contribution to corporate objectives.

EVALUATION PLANNING

IEG prepares its work program in consultation with key stakeholders and responds to their needs. IEG also delivers its work program in a resource efficient manner.

Indicator	Current (FY21)	3 yr avg
Satisfaction on timeliness of IEG reports	81%	76%
Satisfaction with the relevance of evaluation reports	84%	84%
Satisfaction with the process of engagement on IEG evaluations	79%	68%
IEG's budget as a percentage of WBG total administrative budget	1%	1%
Indicator	Current (FY21)	Targets
% of evaluations delivered in Q4 of the fiscal year	15%	<25%
% of overall IEG budget overrun/underrun	1%	1-2%
Fixed cost ratio	73%	<=73%

EVALUATION IMPLEMENTATION

IEG conducts its evaluations through a collaborative approach, using rigorous evaluation methods, adhering to adequate quality assurance processes, and delivers in a timely manner.

Indicator	Current (FY21)	3 yr avg
% of local consultants hired	7%	14%
Satisfaction with overall quality of IEG products	83%	78%
Indicator	Current (FY21)	Targets
Average time between approach paper and final delivery of evaluations	22 months	15 months
Compliance with service standards for validation products	100% CLRRs 100% ICRRs	100% CLRRs 100% ICRRs

EVALUATION CAPACITY DEVELOPMENT PERFORMANCE

IEG delivers on its evaluation capacity development mandate through collaborative approaches, and with prudent resource management

Indicator	Current (FY21)	Benchmark
Satisfaction rate with GEI Technical Assistance	TBD	TBD
Number of partners engaged in GEI	20	20

Tier 3: IEG Performance

Measures IEG's operational effectiveness and its contribution to corporate objectives.

CONTRIBUTION TO CORPORATE GOALS		
IEG is committed to ensuring a diverse and inclusive workplace for its staff		
Indicator	Current (FY21)	Target
IEG Gender Balance Ratio	0.846	1.0
Indicator	Latest (FY20)	3 yr average
IEG Inclusion Index from the staff engagement survey	60%	58%

IEG Results Framework Indicator Descriptions

Tier 1: Strategic Results

Direct and medium-term outcomes that IEG is achieving in accordance with its strategic objectives

ACCOUNTABILITY

IEG evaluations provide relevant information to the Board on WBG's results and development effectiveness.

Indicator	Description	Current (FY21)	3 yr avg
IEG products improved the Board's understanding of WBG's development effectiveness	% of respondents who agree or strongly agree to the IEG client survey question "To what extent do you think IEG's work in the past 12 months has improved your understanding of the World Bank Group's development effectiveness?"	2021 IEG client Survey Data	Average of 2018, 2019, and 2020
IEG evaluations align with the WBG's strategic priorities	% of respondents who agree or strongly agree to the IEG client survey question "How aligned are IEG evaluations with the World Bank Group's strategic priorities?"	2021 IEG client Survey Data	Average of 2018, 2019, and 2020

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE

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.

Indicator	Description	Current (FY21)	3 yr avg
Use of IEG to learn about factors of development effectiveness across sectors/ themes	% of respondents who selected the IEG client survey question option "Over the last 12 months, for what purpose have you engaged with IEG evaluation activities? To learn about factors of development effectiveness across sectors or themes."	2021 IEG client Survey Data	Average of 2018, 2019, and 2020
Use of IEG to learn about factors important to the design of a specific lending/ non-lending operation	% of respondents who selected the IEG client survey question option "Over the last 12 months, for what purpose have you engaged with IEG evaluation activities? To learn about factors important in the design of a specific lending or non-lending operation."	2021 IEG client Survey Data	Average of 2018, 2019, and 2020

EVALUATION CAPACITY DEVELOPMENT

IEG strengthens M&E capacity, systems, and culture in WBG client countries through partnerships and direct efforts.

Indicator	Description	Current (FY21)	3 yr avg
Increased use of evaluative evidence in decision-making in institutions (and countries) through GEI		TBD	TBD
Higher quality of selected evaluations in countries and institutions that have received support from GEI		TBD	TBD

Tier 2: IEG Outputs

Activities and outputs delivered by IEG that contribute to achieving its strategic objectives.

ACCOUNTABILITY			
IEG assesses WBG programs and activities on their expected results through evaluations and project validations			
Indicator	Description	Current	Target
Number of evaluations, including thematic evaluations and the annual RAP	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 Evaluations esubmitted in FY 21	IEG's target number of thematic, other, and country program evaluations indicated in the work program report
Number of country program evaluations			
Number of country program evaluations	IEG reviews and validates self-evaluations conducted by the WBG of its strategies and operations	% Coverage ratio of micro products for FY 21	IEG's target coverage ratio of validation products indicated in the work program report

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE

IEG ensures its evaluations are widely disseminated, understood and valued, by its stakeholders. IEG engages directly with WBG staff to help answer development effectiveness questions using evaluative evidence

Indicator	Description	Previous Year
Number of DGE statements sent to the Board	Total number of DGE statements sent to the Board in FY 21, including the RAP notes for the Region/ GP Board Updates	FY20 number
Number of Board discussions where IEG evaluations or reports were referenced	Number of board meetings where IEG's work was referenced by EDs during the discussion. This is not an exhaustive number as IEG is not present in all Board meetings.	FY20 number
Number of Learning Engagements	Total number of learning engagements delivered in FY 21	FY20 number
Number of just-in-time notes, syntheses papers	Total number of JIT notes and synthesis reports delivered in FY 21	FY20 number
Number of WBG learning events co-sponsored by IEG	Total number of learning events (excl. learning engagements) co-sponsored by IEG including but not limited to RMES	FY20 number
Level of engagement with IEG outreach platforms, per IEG client survey (client survey)	An average % for "Read blogs", "Attended BBLs and/or workshops", "Watched presentations and/or workshops", "Visited web site (IEG or WBG)" out of the total number of options selected in response to the IEG client survey question "Which specific IEG activities did you engage with (over the past 12 months)" including "Read reports", "Read blogs", "Attended BBLs and/or workshops", "Watched presentations and/or workshops", "Visited web site (IEG or WBG)", "Other", "None of the above".	FY20 number

EVALUATION CAPACITY DEVELOPMENT

IEG contributes to the management and implementation of evaluation capacity development programs

Indicator	Description	Min Benchmark	Current (FY21)
Number of countries where GEI has provided technical assistance or advisory services		Since FY21 is the first year we have data on these indicators, they will also serve as the benchmark	
Number of institutions where GEI has provided technical assistance or advisory services			FY21 data
Number of trainings provided with global,			

regional, national or institutional reach
Number of people trained
Number of knowledge products (co-) created by GEI
GEI external knowledge platform established and functional (sharing information on GEI knowledge products, and external resources)
Number of GLOCAL knowledge events held
Number of GLOCAL event participants

Tier 3: IEG Performance

Measures IEG's operational effectiveness and its contribution to corporate objectives.

EVALUATION PLANNING			
IEG prepares its work program in consultation with key stakeholders and responds to their needs. IEG also delivers its work program in a resource efficient manner.			
Indicator	Description	Current	3 yr avg
Satisfaction on timeliness of IEG reports	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question "Thinking of all the IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects: Timeliness"	2021 IEG client Survey Data	Average of 2018, 2019, and 2020
Satisfaction with the relevance of evaluation reports	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question "Thinking of all the IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects: Relevance to your work"	2021 IEG client Survey Data	Average of 2018, 2019, and 2020

Satisfaction with the process of engagement on IEG evaluations	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question “Thinking of all the IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects: process of engagement”	2021 IEG client Survey Data	Average of 2018, 2019, and 2020
IEG’s budget as a percentage of WBG total administrative budget		FY21	Average of 2018, 2019, and 2020
Indicator	Description	Current	Target
% of evaluations in Q4 of the fiscal year	This indicator aims to measure IEG’s efforts to de-bunch the delivery of its evaluations	FY 21 Q4 delivery	IEG aims to deliver its evaluations evenly throughout the 4 quarters
% of overall IEG budget overrun/underrun	Based on corporate norms, IEG’s budget can overrun or underrun within a band of 1-2%		1-2%
Fixed cost ratio	FCR as per corporate definition		70-72%

EVALUATION IMPLEMENTATION

IEG conducts its evaluations through a collaborative approach, using rigorous evaluation methods, adhering to adequate quality assurance processes, and delivers in a timely manner.

Indicator	Description	Current (FY21)	3 yr avg
% of local consultants hired	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 in IEG	FY 21	2018, 2019, 2020 average
Satisfaction with overall quality of IEG products	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question “Thinking of all the IEG products you have engaged	2021 IEG client Survey Data	Average of 2018, 2019, and 2020

with in the past 12 months, how satisfied were you with the following aspects: Ease of understanding; transparency and clarity of methodology; strong link between conclusions and evidence”

Indicator	Description	Current (FY21)	Targets
Average time between approach paper and final delivery of evaluations	Average number of months between esubmission of Approach Papers and esubmission of final reports of thematic and focused evaluations	FY 21	15 months
Compliance with service standards for validation products	Percentage of IEG validation products that comply with IEG’s service standards.	FY 21	100%

EVALUATION CAPACITY DEVELOPMENT PERFORMANCE

IEG delivers on its evaluation capacity development mandate through collaborative approaches, and with prudent resource management

Indicator	Description	Min Benchmark	Actual
Satisfaction rate with GEI Technical Assistance work	TBD	TBD	TBD
Number of partners engaged in GEI	Sum of GEI Core and Associate Partners	FY21 number	FY21 number

CONTRIBUTION TO CORPORATE GOALS

IEG is committed to ensuring a diverse and inclusive workplace for its staff

Indicator	Description	Current	Target
IEG Gender Balance Ratio	WBG HR issued indicator on the gender balance in IEG	FY 21	1.0
Indicator	Description	Current	3 yr avg
IEG Inclusion Index from the staff engagement survey	Average positive responses on questions related to inclusion in the WBG staff engagement survey	2019	2016, 2017, 2018 average