

INDEPENDENT EVALUATION GROUP

**Work Program and Budget (FY16)
and
Indicative Plan (FY17–18)**

May 14, 2015

ABBREVIATIONS AND ACRONYMS

AAA	Analytic and Advisory Activities
CAS	Country Assistance Strategy
CASCR	CAS Completion Report
CASCRR	CAS Completion Report Review
CCSA	Cross-Cutting Solution Areas
CIF	Climate Investment Funds
CLEAR	Centers for Learning Evaluation and Results
CLR	Completion and Learning Review
CODE	Committee on Development Effectiveness
CPE	Country Program Evaluation
CPF	Country Partnership Framework
CSC	WBG Corporate Scorecard
DEC	Development Economics Vice Presidency
ECD	Evaluation Capacity Development
ECG	Evaluation Cooperation Group
FCS	Fragile and conflict-affected situation
FY	Fiscal year
GP	Global Practice
IBRD	International Bank for Reconstruction and Development
ICR	Implementation Completion and Results Report
ICRR	ICR Review
IDA	International Development Association
IEG	Independent Evaluation Group
IFC	International Finance Corporation
IPDET	International Program for Development Evaluation Training
IT	Information technology
MAR	Management Action Record
M&E	Monitoring and evaluation
MDG	Millennium Development Goal
MIC	Middle income countries
MIGA	Multilateral Investment Guarantee Agency
PCR	Project Completion Report
PER	Project Evaluation Report
P4R	Program for Results
PLR	Performance and Learning Review
PPAR	Project Performance Assessment Report
RAP	Results and Performance (IEG annual report)
SCD	Systematic Country Diagnostic
SDGs	Sustainable Development Goals
WB	World Bank
WBI	World Bank Institute
WBG	World Bank Group
XPSR	Expanded Project Supervision Report

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**IEG WORK PROGRAM AND BUDGET (FY16)
AND
INDICATIVE PLAN (FY17-18)**

Executive Summary

Strategic Directions for FY16-18

1. IEG's strategic directions in FY16-18 respond to significant changes that are underway in the WBG and in the broader development community. Internally, the launch of the twin goals in 2013, and the WBG Strategy and the internal reform process in 2014, are profound changes designed to transform the institution. Externally, the global community is reaching consensus on ambitious post-2015 Sustainable Development Goals (SDGs). Against this backdrop, IEG faces a unique opportunity to deepen its impact, and make a significant contribution to the successful implementation of the new WBG Strategy and launch of the SDGs.

2. To achieve the twin goals, the WBG need to better understand what works and the reasons why, and draw lessons and good practices from experience. Independent evaluation is essential to help the WBG tackle these challenges and build a stronger internal culture to deliver results to clients based on evidence. Last year, IEG introduced a new Results Framework to better align our objectives and work with the new WBG strategic directions. Over a six-year period, we committed to focus on two objectives:

- **What Works:** Deepening evidence about the results of WBG program and activities – and their effectiveness for accelerating growth, inclusiveness, and sustainability – to contribute to the achievement of the WBG's interim target of 9 percent poverty and progress on shared prosperity by 2020; and
- **Real-Time Learning:** Generating evidence on the early implementation experience of the WBG Strategy to enable mid-course corrections and promote a stronger internal culture for results, accountability, and learning.

3. During the first year of implementation of the new Results Framework, IEG found that our work related to the first objective was dispersed across a wide range of sectors and thematic areas. As a result, it has been difficult to build a robust knowledge base about the overall WBG contribution to the twin goals. In response, IEG intends to develop a more selective and coordinated program of work, focusing on three cross-cutting **Strategic Engagement Areas:** (1) Inclusive Growth, (2) Sustained Service Delivery for the Poor, and (3) Environmental Sustainability. These Strategic Engagement Areas will leverage IEG resources on “game changers” where we can have maximum impact on the overall challenge of meeting the twin goals in a sustainable manner.

Deepening IEG Impact

4. IEG has launched an internal renewal effort to strengthen our influence and impact – and we look forward to the recommendations of the independent External Review commissioned by the

Committee on Development Effectiveness (CODE) to further enhance our impact. Our ongoing renewal program has focused on:

- **Making strategic choices on evaluation coverage and adjustments to business lines** – including stronger alignment of major evaluations with the objectives of the new IEG results framework; working “faster, smarter, and cheaper” in the delivery of major evaluations; aligning country evaluation work with the new country engagement model; improving the efficiency and effectiveness of the project-level validation system; and developing a more comprehensive business line related to evaluation of knowledge products.
- **Enhancing the quality and credibility of IEG work** – including deepening our quality assurance framework and introducing new tools to assess quality after evaluation completion; refining and improving our methods, particularly with regard to the assessment of inclusive growth and gender equality; and tapping into large internal and external data sets and beneficiary feedback mechanisms to deepen the evidence we use in evaluations.
- **Enhancing knowledge, learning, and communications** – including developing new learning products that distill lessons and key findings from IEG evaluation evidence to support GP/CCSAs, and other WBG corporate units; selectively developing concepts for “user-centric” formats to engage with those being evaluated, with the objective of improving critical “touch points” between IEG and its counterparts; and supporting the launch of the new Results Measurement and Evidence Stream.
- **Managing human and financial resources more effectively** – with a strong focus on deepening a performance culture of integrity, technical excellence, and high quality through strategic staffing review, talent review, organizational change, and performance management.

Proposed Work Program

5. In line with CODE’s recommendation for increased selectivity and fewer large evaluations, IEG proposes to deliver about eight major new evaluations and one annual synthesis of results and performance each year in FY16-18.

- About three-quarters of the major evaluations in the work program will contribute to the first objective of the IEG results framework of deepening evidence about the results of WBG programs and activities. FY16 evaluations will focus heavily on the Strategic Engagement Area related to Inclusive Growth, including (i) tertiary education; (ii) capital market development; and (iii) jobs and competitiveness. Other FY16 evaluations include: fragility in non-FCS countries; a clustered country program evaluation on small states; and the annual Results and Performance Report, with a thematic focus on gender equality.
- About one-quarter of the work program will focus on the second objective of generating evidence about the early implementation experience of the new WBG Strategy. FY16 evaluations include: a process evaluation of the Systematic Country Diagnosis and Country Partnership Framework; assessment of the WBG’s self-evaluation system; and review of the Program for Results.

6. IEG proposes to scale up the number of Project Performance Assessment Reports (PPARs) of World Bank projects in FY16-18, in line with the earlier objective to cover about 20-25 percent of closed projects to ensure robust learning and accountability for actual project performance (the coverage rate fell to about 15 percent in FY14-15, when the volume of lending expanded and IEG redeployed staff resources to clear the backlog of reviews of Bank Implementation Completion and Results Reports). In addition, IEG will continue with the pilot launched in FY15 to conduct a small number of PPARs on IFC and MIGA investments.

7. IEG will continue to validate WBG project completion reports, and review options to improve and streamline the validation of Bank Implementation Completion and Results Reports with CODE and WBG Management in FY16. IEG will also continue to review and validate the completion reports of country strategies, and discuss with CODE on how to provide useful evaluative input for the implementation of the new country engagement model.

8. In addition to the evaluation and validation work, IEG is proposing to maintain a strong focus on learning and knowledge sharing. After the past year of piloting (where IEG delivered fifteen learning products), IEG intends to be more selective and deliver fewer learning products (about 10-12 per year in FY16-18), based on feedback from Bank Group Management for more targeted and prioritized learning support from IEG. We propose to conduct a stocktaking on the use and influence of IEG learning products in FY16 to help guide future work program decisions about the appropriate scope and budget for this new product line.

Budget Request

9. IEG's FY16 work program is based on a total budget request of \$35.9 million, comprising a \$34.0 million regular budget to be approved by the Board, and \$1.9 million in trust funds and externally funded outputs. This resource envelope is consistent with the flat budget framework agreed with the Board in FY12, and adjusted to reflect the planned savings from IEG's Expenditure Review that was approved by CODE in FY14.

10. In FY16-18, about 80 percent of resources will support the first objective of deepening evidence about the results of WBG programs and activities; and about 20 percent will focus on the second objective of generating evidence on the early implementation experience of the WBG Strategy. The proposed spending trends are fully aligned with IEG's new strategic directions: the proportion of spending on major evaluations declines from 25 percent in FY13 to 23 percent in FY16-18, while the proportion of spending on other evaluation products increases from 12 to 14 percent, reflecting the increased selectivity on major evaluations and corresponding scale up of learning products and services, and PPARs.

1. IEG Strategic Directions

1. IEG's strategic directions in FY16-18 reflect and respond to significant changes that are underway internally in the WBG and externally in the broader development community. They will be further reviewed, and adjusted as necessary, in light of the upcoming External Review commissioned by CODE.
2. Internally, the launch of the twin goals in 2013, and the WBG Strategy and the internal reform process in 2014, are profound changes designed to renew and transform the WBG. Over the past year, WBG has taken many significant steps in implementation. These include the new country engagement model and new IFC client engagement model, the establishment of the Global Practices and Cross Cutting Solutions Areas, the cascading Corporate Scorecard, the Results Measurement and Evidence Stream, and new operational frameworks related to risk assessment and citizen engagement.¹
3. Looking forward, the WBG has highlighted six priorities in its strategic planning, budget, and performance review process for FY16-18:²
 - **Delivery.** Ensure strong delivery across WBG, with a focus especially on IDA lending delivery, quality across the whole portfolio, and commitments on climate change, gender and fragile and violence-affected areas.
 - **Focus.** Maintain focus on poverty and shared prosperity, according to country contexts.
 - **Operating Model.** Strengthen the operating model with special focus on reinforcing selectivity in the Country Partnership Frameworks, reviewing the Cross-Cutting Solutions Areas business model, and improving the Bank budget systems within operations; and review lessons learned from the Strategic Country Diagnostics in FY15 and CPFs in FY16.
 - **Public-Private Sector Balance.** Strengthen internal incentives to support public-private interventions by all WBG institutions; build and share knowledge on public-private models, differentiated by sector and country circumstances; support development of domestic business; and explore opportunities for sub-sovereign operations.
 - **Resource Mobilization and Partnerships.** Align trust funds more closely with WBG strategy; strengthen partnerships with middle income countries, NGOs, UN and others to achieve the twin goals; strategically engage new development banks/funds; leverage more private sector resources for development; and continue to boost Reimbursable Advisory Services (RAS).
 - **Knowledge.** Make knowledge more accessible internally—including knowledge on political economy, industry best practice, innovation, technology and what works in development

¹ World Bank Implementation Update, SEC2015-0029 (January 2015)

² FY16-18 Strategic Planning, Budget, and Performance Review: Overview of the W process and W1 Outcome, SecM2014-0547/2 (December 2014)

based on evidence; and ensure that our knowledge and advice is cutting edge and consistent across the Bank Group.

4. Externally, the global community is reaching consensus on the new post-2015 Sustainable Development Goals (SDGs), expected to be adopted at the UN Special Summit for Sustainable Development in September 2015. The SDGs aim to meet the dual challenge of overcoming poverty and protecting the planet, with a focus on five transformative shifts:

- Leave no one behind
- Put sustainable development at the core
- Transform economies for jobs and inclusive growth
- Build peace, and effective, open and accountable public institutions
- Forge a new global partnership

5. The financing resources needed to achieve the SDGs will be of a much greater magnitude than those mobilized for the Millennium Development Goals (MDGs), surpassing current development financial flows. International financial institutions are collaborating on Post-2015 Financing for Development to help increase available financial resources, and promote and catalyze private flows and domestic resources.

6. However, global risks and volatility will continue to affect the financing and implementation of the SDGs. Global growth forecasts have been revised downward, post crisis growth slowdowns are widespread, and cyclical and structural challenges abound. New projections reveal that the WBG extreme poverty goal will not be achieved unless there are extraordinary efforts to improve inclusive growth.³

7. Against this backdrop, IEG faces a unique opportunity to deepen its impact, and make a significant contribution to the successful implementation of the new WBG Strategy. To achieve the twin goals in a sustainable manner, the WBG need to better understand what works and the reasons why, and draw lessons and good practices from experience to inform decision making and future action. Independent evaluation is essential to help the WBG address these challenges and build a stronger internal culture for results, accountability, and learning.

8. IEG's long-term goal is to accelerate WBG development effectiveness through independent evaluation. The twin goals now define WBG development effectiveness in a measurable way – the degree to which WBG programs and activities contribute to sustainably achieving reductions in extreme poverty and boosting shared prosperity by the interim targets of 2020 and the final targets of 2030. In response, IEG introduced last year a new Results Framework to better align our objectives and work with the new WBG strategic directions (see Annex 1).

9. Over a six-year period, we committed to focus on two objectives:⁴

³ World Bank Group, 2015 Global Economic Prospects

⁴ We will review these objectives at the mid-term to see if any adjustments are needed in response to the first three years of implementation experience – particularly with regard to the priorities for real-time learning in the second objective.

- **What Works:** Deepening evidence about the results of WBG program and activities – and their effectiveness for accelerating growth, inclusiveness, and sustainability – to contribute to the achievement of the WBG’s interim target of 9 percent poverty and progress on shared prosperity by 2020; and
- **Real-Time Learning:** Generating evidence on the early implementation experience of the WBG Strategy to enable mid-course corrections and promote a stronger internal culture for results, accountability, and learning, with a focus on three areas: (1) Helping Clients Tackle the Most Important Development Challenges, (2) Becoming the Solutions Bank, and (3) Working in Partnership.

10. The Results Framework maps out how we intend to achieve these objectives, including the “chain of logic” on how the deliverables proposed in the FY16-18 work program feed into intermediate (1-3 years) and medium-term (4-6 years) outcomes. It also includes indicators to assess both intermediate progress (have inputs and outputs been delivered effectively, and are they generating the expected short-term outcomes?) and medium-term impact (are the intermediate outcomes leading to the expected results required to achieve the objective?).⁵

11. The achievement of medium-term outcomes will depend on a number of factors, some of which are beyond IEG’s control, such as the acceptance of evaluation recommendations and their effective implementation by Management. IEG will manage the risk to its effectiveness through its strong commitment to quality and timeliness of evaluations, while also piloting user-centric learning approaches and outreach, and engagement with key players in the learning and knowledge field across the Bank Group.

12. During the first year of implementation of the new Results Framework, IEG found that our evaluation and learning work related to the first objective of the twin goals was dispersed across a wide range of sectors and thematic areas – just as the WBG portfolio encompasses a wide range of services in diverse sectors. We also realized that we were not effectively leveraging work on the same theme across the different product lines, such as major evaluations, country and project level evaluations, and learning products.

13. In response, IEG intends to develop a more selective and coordinated program of work in FY16-18 that will leverage IEG resources on “game changers” where we can have maximum impact on the overall challenge of meeting the twin goals in a sustainable manner. With this new focus, we are asking: What are the issues that will determine success in eradicating poverty and boosting shared prosperity for generations to come? Where are the bottlenecks that have to be addressed? What are the knowledge gaps that can be filled by evidence from independent evaluation to ensure the Bank Group, its clients, and the development community know what successes to replicate?

⁵ Several indicators will require further analysis and piloting, in coordination with the ongoing fine-tuning of the Corporate Scorecard and the finalization of the WBG M&E Framework. These include new metrics to assess: (i) the quality of IEG work, to be based on the assessment matrix under development in the on-going meta-evaluation work (see para. 29); (ii) the value-for-money for IEG business lines; (iii) how to link the influence of IEG evaluation work in the medium-term in our three new Strategic Engagement Areas; (iv) IEG knowledge flows, to be based on the measure under development by Bank Group Management for the Corporate Scorecard; and (v) the internalization of IEG evaluation work in WBG operations and SCD/CPF.

14. Following consultations with internal and external stakeholders, we have selected three cross-cutting **Strategic Engagement Areas** for the FY16-18 work program. These three topics, which lie at the heart of the new WBG Strategy, are designed to:

- Maximize the collection of evaluation evidence and unpack the overall challenge of meeting the twin goals in a sustainable manner;
- Ensure better coordination and synergy on thematic issues across IEG product lines and departments; and
- Create a stronger platform for medium-term strategic engagement with Management on critical development challenges.

15. The three Strategic Engagement Areas are summarized below and described in more detail in Annex 2:

- **Inclusive Growth**. A key development challenge is generating growth that is inclusive, resilient and sustainable, and that creates jobs. Factors central to addressing this challenge include: macroeconomic stability, an enabling business environment, and the rule of law; capable public and private institutions; access to productive assets (land, knowledge, capital, infrastructure) and to markets; harnessing the powers of economic integration and technological change; and policies for creating jobs that are good for development and transformational for people's lives. This Strategic Engagement Area squarely addresses the public-private interface necessary for inclusive growth that creates jobs.
- **Sustained Service Delivery for the Poor**: The 2004 World Development Report emphasized that services are failing poor people – in terms of access, quantity, and quality. Public spending typically benefits the rich more than the poor, money often fails to reach frontline service providers, and service quality is consistently low for poor people. But services can work, as illustrated by project-level evaluation work by IEG over the past decade. This Strategic Engagement Area will assess the models most commonly used for service delivery in different sectors, and compare their effectiveness in reaching the poor, in terms of quantity, quality, access, behavior change and impact, and the sustainability of services over time.
- **Environmental Sustainability**: Growth and poverty reduction requires sustainable management of natural resources, and mitigation of environmental externalities. In many cases, natural capital is over-exploited, with non-sustainable growth patterns. It is difficult for those affected – poor, diffuse, and without effective voice – to organize for more efficient and equitable resource management. This Strategic Engagement Area will assess how the WBG promotes sustainable patterns of consumption and production, and supports protecting and managing the natural resource base, including sustainable approaches to landscape management, water resources, energy efficiency, and climate change, in line with the twin goals and SDGs.

16. Work in some of the Strategic Engagement Areas may continue beyond the next three years, in view of the complexity of the issues and large scope of WBG assistance in these areas. Other ones may be largely covered in this cycle and then be replaced by new ones in future work programs.

2. Deepening IEG Impact

1. Challenges and Opportunities

17. IEG has laid out an ambitious agenda – to influence the WBG to take better informed decisions about its programs and activities to accelerate achievement of the twin goals. Yet how influential is IEG’s work?

18. The *2014 Client Survey* also provides helpful data to review the relevance, quality, and impact of IEG’s work. The findings, summarized below, show significant improvement with respect to the use and influence of IEG products since the last survey in 2012.

- **How relevant is IEG to the WBG’s overall mission?** Board members increased their assessment of our relevance in the top response category from 26 to 40 percent; taking all ratings “above the line”, 100 percent of Board respondents view IEG’s work as relevant to WBG’s overall mission. WBG staff rating is lower, but stable since the 2012 survey at around 88 percent, in the range of highly to somewhat relevant. External clients again give a high overall rating of 95 percent (respondents based in Africa, who showed a strong level of participation in this year’s survey, were the external grouping who thought our work was most relevant).
- **Are we getting the balance right between accountability and learning?** Board members and external clients are more satisfied than WBG staff with the balance between accountability and learning in our work. Staff, particularly senior staff and those most familiar with IEG’s work, believe we are overly focused on accountability – they believe that IEG’s emphasis should be equally split between accountability and learning.
- **How do clients assess the quality of our evaluations?** Client feedback on the quality of IEG’s work shows that on a scale of 1-6, with 6 being the highest, we have come out with an average of 4.2 – above the mid-point of 3.5 but not as high as our targets in the Results Framework. This rating has not improved since the 2012 survey, despite our investments in improving quality. In particular, timeliness is the lowest rated process indicator, with only about one-half of respondents being satisfied/very satisfied -- a drop since the last survey.
- **To what extent are our products being used?** Among WBG staff, 65 percent said they are using our evaluations for various purposes. While the usage has gone up across all categories – whether in the form of advising clients, designing results frameworks, projects or policies –we want that percentage to be much higher. Among respondents from the Board, the percentage reaches 95 percent for the use of our work in assessing country strategies, and 75 percent and above for reviewing projects, policies and procedures, sector strategies, giving inputs to the work of others or proposing a course of action.
- **Are we making a difference?** All categories of respondent have rated our impact and influence on the WBG and the broader development community much higher than in the 2012 survey: 94 percent of Board members find that IEG’s work impacts WBG development effectiveness to some extent (up 14 percent since 2012); and 90 percent of

external clients (up by 11 percent) and 75 percent of WBG staff (up by 20 percent) also think so. There is a similar pattern, though at a slightly lower level, for IEG's influence on the broader development community: 88 percent of Board members, 83 percent of external clients, and 63 percent of WBG staff see IEG having some influence.

19. As with previous client surveys, WBG staff ratings are consistently less favorable than the Board and external clients -- though there is significant variation, with lower grades and country-based staff generally responding more favorably than higher grades and DC-based staff. IEG's FY14 evaluation of *Learning and Results in World Bank Operations – Phase 1* also highlighted that very few Bank staff regularly use IEG products. In the survey commissioned for the evaluation, less than one-quarter of respondents rated IEG evaluations as a very large or substantial source of learning; and for project implementation, the corresponding proportion dropped to 17 percent.

20. Scaling up WBG staff use of IEG's work – and addressing their concerns about the quality and relevance of our evaluations – remains a top priority. At the same time, IEG wants to ensure that we remain a global intellectual leader in evaluation, and stay on top of new developments in a rapidly evolving field. In response to these challenges, IEG has launched an internal renewal effort to strengthen our influence and impact. As reviewed in last year's Work Program, IEG has been investing significantly in a long-term agenda to build our capacity for:

- Making strategic choices on evaluation coverage and business lines adjustments;
- Enhancing the quality and credibility of IEG work;
- Enhancing knowledge, learning, and communications; and
- Managing human and financial resources more effectively.

Recent developments in the different areas of the long term agenda, and plans for FY16-18, are summarized below (resource management is covered in Chapter 4).

2. Making Strategic Choices and Adjusting Business Lines

21. With the introduction of the new Results Framework last year, and the Strategic Engagement Areas this year, IEG continues to refine its strategic objectives and ensure greater selectivity and alignment of evaluation work with key priorities. As reviewed and agreed in last year's Work Program, IEG is already implementing several steps to strengthen alignment, efficiency, and outcomes of the current product mix, as reviewed below.

22. **Major Evaluations.** IEG is continuing to review how to work “faster, smarter, and cheaper” in the delivery of the major evaluations.

- We are introducing more innovative evaluation topics and approaches to be able to respond more rapidly to the evolving business needs of the WBG – such as the proposed new process evaluations to facilitate real-time learning of the early implementation experience of the WBG country engagement model, GP/CCSAs, and IFC client engagement model, and support mid-course corrections, if needed. Likewise, the FY15 *Poverty Focus in Country Programs* is designed to draw lessons from the poverty focus of recent country programs to show how SCDs can inform CPFs to achieve poverty reduction and shared prosperity.

- In line with the WBG shift to a development solutions culture, the major evaluations now focus much more on multi-sectoral themes, full integration of lending, knowledge, and convening services, and WBG collaboration and synergy – the FY15 *World Bank Group Support to Early Childhood Development* and the *FY15 World Bank Group Support for Financial Inclusion* illustrate this stronger “solutions” approach.
- We are more carefully linking and sequencing our learning products to create synergies – for example, the FY15 systematic review of evaluation evidence related to the impact of electricity access on health, education, and welfare outcomes not only feeds high quality evidence into the *FY15 Electricity Access* evaluation but also serves as a useful knowledge product for the Energy and Extractives Global Practice.
- In response to feedback about the timeliness and length of the reports, we are putting in place new processes and incentives to accelerate the delivery of shorter and more concise reports, with relevant additional analytical material included in annexes and some topics divided into a series of more “bite sized” reports. For example, the main text of the *2014 Results and Performance of the WBG* was less than 50 pages, compared to 100 pages in 2013. Likewise, we sequenced the complex topic of how the Bank learns in operational work into two separate phases in FY14-15; and the *DPO Learning Product Series* unpacked a major issue into seven smaller thematic reports sequenced over FY15-16.
- More broadly, we completed an analysis in FY15 of the IEG “user experience,” and identified specific “touch points” with our constituencies that we are aiming to improve. Key changes include: introduction of “Outreach and Tracking” strategies that systematically identify core audiences and the actions they are to take as a consequence of the outreach; moving our intranet fully into SPARK so as to create the option for an interactive experience for those interested in exploring; and new branding for IEG reports, with colors and formats more attractive to users.

23. **Country-Level Evaluation.** IEG is continuing to update the toolkit for country evaluations to enhance their relevance and usefulness for operational teams, and ensure alignment with the new country engagement model.

- IEG has recently completed the first pilot using the new “clustered approach” to Country Program Evaluations, namely, the Resource Rich Developing Countries, covering Bolivia, Kazakhstan, Mongolia and Zambia. This approach builds on the strategic direction of the Solutions Bank Group, where client countries are encouraged to learn from each other about the solutions the Bank Group has supported in different countries. The new Clustered Country Program Evaluation is designed to improve cost effectiveness, deepen learning impact, and broaden country coverage – and offers the potential for significant cross-country and South-South learning on certain common themes.
- To make country evaluation knowledge more accessible and useful for country teams preparing SCD and CPF, IEG piloted new country synthesis notes that combine country focused background data with the latest evaluative evidence, surveys, and assessments from IEG and external sources. The first two notes on Albania and Costa Rica were completed in FY15, and well received by the country teams. They deliver key data and evidence in one

easy-to-use, focused, but comprehensive package – and are supported by a new web-based interface that provides much easier access to curated IEG country data and evidence. The web interface now provides data on several countries and will be fully populated in FY16.

- A series of “Good Practice Notes” were developed on key operational issues to share lessons learned for staff preparing SCD and CPF. Key topics were CAS self-evaluation and results, selectivity, and treatment of WBG collaboration. These have been presented at a number of workshops and are being utilized by WBG staff in preparing the first round of Completion and Learning Reviews.

24. **Project Level Evaluation and Validation.** IEG continued to focus on enhancing the quality, timeliness, and cost-effectiveness of our project evaluation and validation products.

- IEG has largely eliminated its backlog of reviews of the World Bank Implementation Completion and Results Report (ICRRs), after implementing the agreed actions spelled out in last year’s work program. The total number of outstanding reviews that exceed the IEG service standard of 180 days processing time has dropped from 201 reviews as of end-April 2013 to 68 as of end-April 2015. For ICRs received in FY15, IEG has processed 76 percent of them within the agreed service standard, which contributed to a robust data base for the 2014 RAP.
- IEG has reviewed the guidelines for ICRRs, in coordination with Bank Management, to further clarify the purpose of the exercise and streamline the processing. The ICRRs are intended to validate the quality of the Bank’s self-reporting on performance, with the goal of incentivizing objective, complete, and evidence-based reporting of project-level results and performance. Planned simplifications, coupled with forthcoming IT-system improvements, will lead to a less cumbersome process, and thus more timely delivery in line with service-standards.
- As part of the review of the ICCR process, IEG is also making preparations to introduce a system of markers in the ICRR review process to identify project relevance to, and measurement of, impact with respect to gender in development, poverty targeting, and distributional indicators related to the shared prosperity goal of the WBG. These will be formulated to provide quick guidance on the extent to which projects address these issues, and facilitate more in-depth analysis through screening the relevant portfolio.
- As reviewed in last year’s work program, IEG has been discussing with Bank Management, the option of moving to sampling of ICRRs, rather than the current 100 percentage coverage. It has been agreed to postpone further discussions until after WBG Management has more time to reflect on how a new validation system would fit with other dimensions of the internal reform agenda, including the data requirements of the new Corporate Scorecard and the desire to track unit-level performance, as well as the findings of the FY16 *Evaluation of the WBG Self-Evaluation System*.
- IEG has had continuous productive engagements with the new GPs and CCSAs in order to ensure they derive useful insights and lessons from IEG’s project-level evaluation and validation work (this is particularly important since the Corporate Scorecard will now be tracking the share of operations that draw lessons for design from evaluation).

- IEG completed discussions with IFC and MIGA in FY14 about streamlining the Expanded Project Supervision Reports (XPSRs) in IFC and Project Evaluation Reports (PERs) in MIGA. In the process, progress was made in aligning the two frameworks with those of the Bank, while reflecting the differences in their business models and approaches. IEG also agreed to reduce the sampling rate for XPSRs from 45 to 40 percent given the increase of the number of IFC projects, yet without compromising our ability to report on the performance of IFC's investment operations.
- Finally, IEG is exploring the possibility for closer harmonization of the project-level validation and evaluation methodologies across World Bank, IFC and MIGA. In particular, IEG has a unique opportunity to pilot methodologies across institutions and projects to analyze the pros and cons of various approaches. The insights from this will be used to engage the relevant institutional counterparts in a conversation about possible methodological updates more aligned with the notion of a One World Bank Group.

25. **Learning Products.** In line with the earlier guidance from CODE, IEG has accelerated its focus on learning and knowledge sharing. After a period of piloting in FY14-15, IEG developed in FY15 clear guidelines for the definition, selection, and processing of learning products, which were discussed and agreed with WBG Management and then presented to CODE at a technical briefing. We also developed standardized templates to facilitate dissemination and “branding” of the products, and more clearly differentiate them from our evaluation work

26. In FY15, IEG delivered fifteen major learning products that synthesized IEG evaluation findings, with significant outreach and dissemination to GP/CCSAs, IFC, and MIGA operational staff (see Annex 4 for full list). Corporate topics included: lessons from WBG partnership work, and environmental and social risk management in DPOs. Country topics included: Bank-IFC cooperation at the country strategy level, selectivity in country strategies, and results frameworks in country strategies. Sector and thematic topics included: housing finance, microfinance in Africa, manufacturing, and renewable energy.

27. In addition to these major products, IEG continued to deliver a wide range of brief, focused, and “just-in-time” learning products, often at the request of GP/CCSAs or other WBG technical units. Recent examples include: lessons learned from avian influenza for the World Bank Ebola response; summary of findings from water, urban, energy, and transport PPARs; new IFC Sector Highlights that synthesize lessons from recently evaluated IFC operations; and new IEG websites for each GP/CCSA that provide “one stop” information on relevant evaluations, IEG contacts, and upcoming work relevant for that group.

28. **Knowledge Product Evaluation.** In line with the focus of the WBG Strategy on enhancing knowledge, IEG is continuing to develop a more comprehensive and systematic business line related to the evaluation and validation of knowledge products.

- While IEG has been validating IFC advisory services since 2006, the validation of analytical and advisory activities for the World Bank has not been addressed systematically. At Management’s request, IEG completed in FY14 an evaluability assessment of the Bank’s new self-evaluation system for knowledge products. The findings from the assessment suggest opportunities for improvement in the quality of the system as well as harmonization

in evaluation of knowledge products across the WBG. In addition, IEG is internally developing a harmonized approach to evaluating knowledge across the variety of its products. Based on the findings of the evaluability assessment and the approach developed by IEG, IEG and Bank Management will work together on developing a framework for evaluating knowledge products.

- With respect to knowledge product evaluations in IFC, IEG and CDI have revised the guidelines for Project Completion Reports (PCRs) to reflect: (i) improvements in the methodology and (ii) the IFC reform process that has brought together investment and advisory services under a combined product offering. The updated guidelines better align the validation frameworks for investment and advisory services in IFC, which will facilitate the assessment of joint investment and advisory operations in line with new IFC directions.

3. Enhancing Quality and Credibility of IEG Work

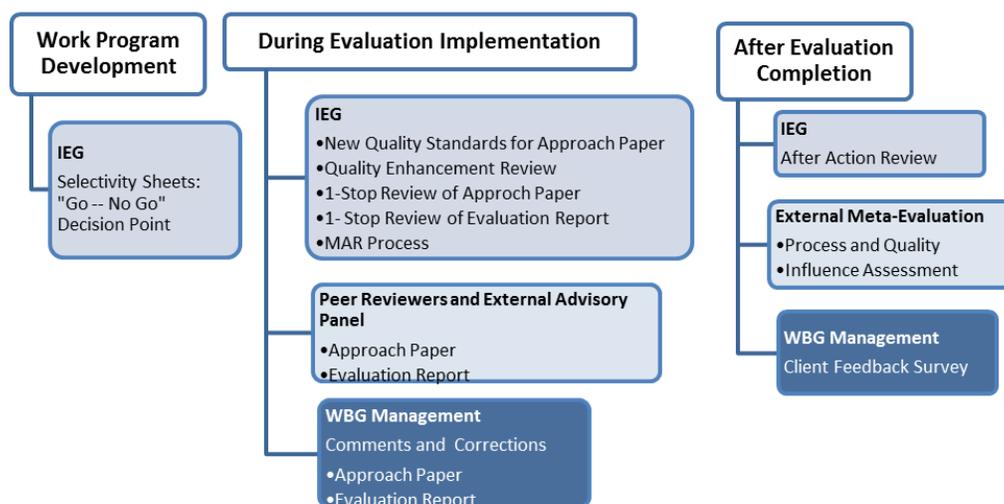
29. **Quality Assurance Framework**. Over the past three years, IEG has put in place a more comprehensive quality assurance framework (see Figure 1).

- Good quality starts with the selection of the right evaluation issues, so IEG has continued to refine its process for selectivity and prioritization of the work program, as described in Chapter 3.
- During evaluation preparation and implementation, key quality elements include the recently updated standards for approach papers, the introduction of quality enhancement reviews as requested by TTLs, internal IEG review meetings on the draft Approach Paper and Evaluation Report with external peer reviewers, and review and feedback by WBG Management on the draft Approach Paper and Evaluation Report.

30. In FY15, IEG continued with two new quality assessment mechanisms after evaluation completion:

- “After Action Reviews” where IEG staff have a structured debrief process to analyze what happened, why, and how the work could have been done better.
- “Meta-Evaluations” where an independent panel provides an assessment of the quality, strengths and weaknesses, and overall conduct of a sample of individual IEG evaluations. The panel is assessing utility, feasibility, propriety and validity, drawing on standards from the Joint Committee Standards and the ECG Big Book on Evaluation Good Practice Standard. The first round of assessments is underway on three recent evaluations and the findings are expected in end-FY15. Based on the pilot experience, IEG will review whether to scale this up in FY16-18, and how the meta-evaluation methodology could be internalized in the design and implementation of IEG evaluation work.

Figure 1: IEG Quality Assurance Framework



31. **Methods and Data.** IEG has continued to invest in testing, adapting, and developing new methods to ensure that we maintain cutting-edge rigor and quality in the evaluation of WBG development effectiveness. Key steps include:

- Ensuring a strong and integrated review of environmental and social risk management in evaluation and validation work, including: (i) updating of guidance related to safeguards in the ICRR Evaluator Manual; (ii) greater use of project-level findings from ICRRs in the CASCR Reviews; and (iii) development of guidance for IEG review meetings to ensure consistent consideration of safeguard-related issues in IEG’s evaluations;
- Publishing IEG’s methodologies on the web to ensure transparency and credibility;
- Refining and harmonizing project validation methodologies for the Bank IFC, and MIGA, in line with the consolidated data reporting requirements of the new WBG Monitoring and Evaluation Framework;
- Tapping into large internal and external data sets (“big data”) and beneficiary feedback mechanisms to deepen the evidence we use in evaluations, and establishing standards for data collection and sharing to make our evaluation data more accessible to stakeholders;
- Developing a new web-based handbook for IEG staff on data analysis and portfolio review, designed to ensure high and uniform standards of quality across IEG evaluation work, foster staff exchange across departments, and harmonize our internal processes;
- Harmonization of the methodology and ratings of Completion and Learning Review, with IEG and OPCS jointly issuing an updated guidance note “*Assessing Country Partnership Strategies: A Shared Approach*,” in January 2015; and
- Updating the methodology for Country Evaluations to ensure consistency with good practice standards, and harmonize with the methods for Completion and Learning Reviews.

32. In FY16-18, IEG will continue to focus on improving methods related to the evaluation of WBG contributions to the achievement of the twin goals in a sustainable manner.

- IEG is reviewing and deepening its current evaluation methodologies from the perspective of measuring the performance and results of WBG programs and activities on shared prosperity and inclusive growth. The methodological issues are multidimensional, reflecting the relevance of growth analytics and decomposition, household survey evidence of project incidence, and qualitative evidence on participation, voice and accountability among excluded communities at the local level.
- IEG has developed a specific work stream on gender equality to improve IEG assessment of distributional effects, which will identify approaches to facilitate the assessment of gender-relevant impacts in evaluation products, provide support to evaluators (through guidelines, training, BBLs, etc.) to better integrate gender in their work, and foster learning and knowledge sharing within and outside the WBG.
- To ensure that complex evaluation issues like inclusive growth draw on “state of the art” research methods, IEG has also advanced work to deepen use of mixed methods in evaluation work, sharpen our methodologies for qualitative and quantitative analysis, and develop a more rigorous framework for assessing the contribution of the WBG when it is difficult to attribute outcomes directly to interventions. In addition, IEG has strengthened approaches to using country case studies in thematic evaluations, and enhanced consistency in evaluating change in WBG operations.

4. Enhancing Knowledge and IT Infrastructure, and Learning and Communications

33. **Knowledge and IT Infrastructure.** IEG attaches great importance to ramping up the distillation and dissemination of knowledge from evaluation products, including through development of new knowledge management products and processes that share lessons, good practices, and key evaluation findings. IEG continues to implement the public disclosure policy introduced in FY12 that makes evaluation work more accessible to external stakeholders.

34. IEG continues to enhance the accessibility and usability of its knowledge, with the ultimate goal of enhancing influence across its key target groups. Key actions completed in FY15 include:

- LessonFinder (earlier called ELearn) was revamped and expanded to incorporate lessons from PERs and PCRs; a new portal has been introduced to facilitate the analysis of XPSR results by sectors, regions or topic, which will be further enhanced with data for MIGA and IFC Advisory operations, and hence will cover the learning from all private sector project evaluations;
- Workflow automation for PPARs and ICR Reviews, funded by the capital budget, was completed, providing better work-program tracking and management;
- New, easier-to-use data management services, such as “Data Mart” and “Tableau,” are helping IEG teams to quickly and reliably gain access to portfolio data; advanced data visualization tools have substantially simplified data-intensive reviews; and new country-focused analytical reports are facilitating faster analysis in country evaluation work;

- New text analysis methods continue to be piloted that make it easier to explore and search massive document collections, and provide faster insights into relevant portions of the operations portfolio; and
- Joined the WBG “AskSoFi” (Ask Solutions Finder) effort to have one-stop WBG advisory service for knowledge and data, with IEG staff assigned to field IEG-related questions.

35. In FY16, the following actions are envisioned:

- Strategy: Develop and agree on a comprehensive Knowledge Management and Infrastructure Technology strategy for IEG, bringing specifically user-centric design concepts to bear in the development of a selected set of IT enabled tools and approaches, and building alliances with the KM and ITS constituencies across the Bank Group.
- IEG external website will be upgraded to ensure user-centric design, mobile friendliness, enhanced indexing of reports to improve search capabilities, and clearer messages; and
- Lessonfinder Portal usage and experience will be closely monitored, and the feasibility and cost/benefit to expand the database to include lessons from World Bank PPARs and ICR Reviews will be assessed, in partnership with some GPs/CCSAs.

36. **Learning and Communications.** The following tools and approaches will be specifically targeted in FY16:

- Strategy: IEG will develop a comprehensive Communications and Learning strategy, bringing specifically adult-learning and marketing concepts together and building alliances with the communications and learning constituencies across the Bank Group;
- Social Media will be scaled up and more tightly integrated into product communication strategies, with a focus on utilizing #WBLive platforms, and creating more visual "story-telling" content through infographics and memes;
- More active use of “Constituent Relationship Management” technologies to build a network of IEG users, and deliver more targeted and meaningful engagement experiences with staff, development practitioners, and external stakeholders;
- Continued championing of the new Results Measurements and Evidence Stream (RMES), in partnership with OPCS, CDI, and MIGA, so that it can become an effective network of professionals across the Bank Group; IEG will focus on scaling up use of the evaluation competencies approved in FY15, and development of a new “RMES Academy,” a clearinghouse on results measurement and evidence good practices, and an interactive dictionary on results and evidence terminologies; and
- Continue to explore further improvements in IEG’s engagement with evaluatees throughout the evaluation process to stimulate learning, including joint IEG-World Bank Group workshops on recommendations, collaboration spaces to allow stakeholders to track an evaluation, and collaboration on IEG-GP learning programs.

3. Proposed Work Program for FY16-18

1. Selectivity Framework

37. To identify the specific evaluation topics for the work program, IEG followed five steps.

38. First, as reviewed in Chapter 1, we selected three cross-cutting Strategic Engagement Areas to (i) enhance IEG's focus on "game changers,"(ii) better leverage IEG resources across product lines, and (iii) maximize influence and impact. These areas are designed to build a robust and integrated knowledge base about WBG contribution to the twin goals – and generate strategic findings to help the Board and Bank Group make informed decisions about WBG programs.

39. Second, we reviewed and updated the "gap analysis" that was introduced two years ago to assess the coverage of IEG evaluations over the past five years, and identify knowledge gaps within the Strategic Engagement Areas where IEG evaluation work would add value. The analysis looked at gaps in the evidence base related to the strategic directions set out in the WBG Strategy, as well as the emerging priorities flagged by WBG Management in its strategic planning, budget, and performance review process for FY16-18, as reviewed in para. 3. We also reviewed our evaluation coverage related to the size and spend of WBG lending (summary tables are included in Annex 2).

40. Third, we mapped existing and planned evaluation work against the two objectives of the IEG Results Framework to identify pressing knowledge areas where additional evaluation evidence was needed to achieve the intermediate and medium term outcomes that we have set out.

- For the first objective related to WBG contribution to the twin goals, we found good coverage of the poverty reduction target in recent evaluations (since inclusive growth has been a strategic priority in our work program for the past three years), but insufficient coverage of distributional issues that feed into the shared prosperity target.
- For the second objective related to the early implementation experience of the WBG Strategy, we found several gaps related to: (i) the new reforms being launched, such as the country engagement model, the new IFC client engagement model, and GP and CCSAs; (ii) partnership dimensions, including citizen engagement, and managing global public goods; and (iii) the relevance and efficiency of operational instruments and services (i.e. P4R, DPOs, data and knowledge services).

41. Fourth, work program discussions were held with CODE, the senior leadership teams of the three institutions, GPs and CCSAs, and other important internal partners, to solicit their recommendations for evaluation priorities. External consultations were held with civil society organizations, think tanks, and other global partners. Overall, there was strong endorsement for alignment of the IEG work program with the WBG Strategy and reform agenda, and the introduction of the three Strategic Engagement Areas to enhance selectivity and influence.

42. Fifth, all proposed topics were subject to the IEG selectivity framework, which focused on the following key questions:

1. **What is the scope and purpose of the product?**

- How does the product contribute to the IEG Results Framework and the three Strategic Engagement Areas?
- How does the product relate to the twin goals, the strategic priorities set out in new WBG Strategy, and corporate reform agenda?
- How does it connect to other external strategic directions such as Sustainable Development Goals, and country client priorities?
- How is the timing of the product aligned with key WBG corporate deliverables and decision points?

2. **How is this a game changer?**

- How is this a transformational topic that will maximize impact?
- Who is the specific audience that we seek to influence?
- What is the level of Board, WBG Management, and GP/CCSA interest in this area?

3. **Why IEG?**

- What makes IEG uniquely positioned to conduct this work?
- What is the value added that an independent evaluation perspective would bring, compared with WBG self-evaluation, DEC research, existing external evaluations, etc.
- Will the product address a knowledge gap in IEG, follow up an earlier evaluation, or follow up an important and unresolved MAR issue?

4. **What are the challenges and risks?**

- What are the key implementation challenges or risks for IEG working on this product and achieving impact (internal skills and knowledge, methodology and data, political economy, level of client commitment and engagement, etc)?

43. Based on this analysis, IEG developed the three-year work program, which is included in Annex 4. The work program tables are presented with two different lens: (i) by IEG business lines, which highlight the introduction of additional learning products in line with the greater strategic focus on learning and knowledge sharing; and (ii) by the objectives and results areas of the new Results Framework, which highlight the contribution of individual work products to achieving the objectives and outcomes that IEG has set for the intermediate and medium-term.

44. As earlier agreed with CODE, IEG has reduced the number of major evaluations to promote enhanced selectivity and focus on the critical issues. As in last year's work program, we are proposing to deliver about eight major new evaluations and one annual synthesis of results and performance each year in FY16-18.

2. Major Evaluations

45. **Evaluations Related to Twin Goals.** About three-quarters of the major evaluations in the FY6-18 work program will contribute to the first objective of the IEG Results Framework, related to deepening evidence about the results of WBG programs and activities.

46. Eight evaluations will focus on the Strategic Engagement Area related to **Inclusive Growth:**

- *FY16 Capital Market Development for Long Term Growth* will assess the extent to which WBG support to capital markets development has contributed to inclusive growth;
- *FY16 Jobs and Competitiveness* will assess the effectiveness of WBG support to competitive industries to promote meaningful contributions to growth, job creation, and shared prosperity;
- *FY16 Accelerating Prosperity through Tertiary Education* will assess the performance and results of World Bank support to tertiary education, particularly with regard to quality, financing mechanisms, equality of access, and contributions to improved productivity and labor market outcomes, economic growth, and poverty reduction;
- *FY17 WBG Support for Shared Prosperity in Country Programs* will serve as a companion piece to the FY15 poverty reduction evaluation and assess WBG contribution to understanding and addressing inequality in client countries, with a focus on WBG engagement supporting country data, analytics, formulating strategy, selecting a lending and knowledge portfolio, and learning from experience;
- *FY17 Rural Non-Farm Economy* will assess whether increased attention to connectivity, resilient rural enterprises, and rural financial markets has contributed to broad-based and sustainable rural growth and poverty reduction;
- *FY18 Public Finance for Investment and Jobs* will assess the range of public finance tools (primarily public revenue and expenditure measures) that WBG supports through operational and analytic work to foster investment and jobs, addressing the consistency of their use, the evidence of direct and indirect impacts, and the effectiveness of these tools;
- *FY18 Informal Sector and Development* will assess the coverage and effectiveness of WBG support for jobs and growth in the informal sector, and the transition from informal to formal sector employment; and
- *FY18 Corporate Sustainability and Development* will assess how WBG support for corporate governance and corporate social responsibility have influenced corporate behavior and contributed to stronger social and environmental impacts of private sector investment.

47. Three evaluations will address the Strategic Engagement Area related to **Sustained Service Delivery to the Poor:**

- *FY17 Sustaining Water Supply and Sanitation Services* will assess the extent to which WBG support has been effective in helping countries sustain water supply and sanitation services to the poor, with a focus on what has and has not worked, scalability and replicability of interventions;
- *FY17 Sustainable Urban Transport Services* will assess the extent to which WBG engagement has increased the availability, quality, and sustainability of urban transport services, especially for the poor; and
- *FY18 Scaling Up Nutrition* will review implementation of the WBG nutrition strategy, which is viewed as a critical input for accelerating progress on the lagging MDG/SDGs, with a focus on the effectiveness and results of different service models used to deliver a multi-sectoral approach to address under-nutrition.

48. Three evaluations will address the Strategic Engagement Area related to **Environmental Sustainability**:

- *FY17 Environmental Management of Air and Water Resources* will assess WBG support for management of airsheds and air pollution, and water resources and water pollution, (including water basins, lakes, coastal waters, and fisheries), with a focus on the strengthening of regulatory frameworks and institutional capacity, results and performance of investments, and contribution to global partnerships;
- *FY18 Sustainable Cities* will assess implementation of the “green cities” focus of the WBG urban development strategy, with a focus on support for low carbon livable cities, climate resilient growth, improved solid waste management systems, and sustainable financing and planning that addresses pollution and livability challenges; and
- *FY18 WBG Support to Carbon Finance* will review the extent to which WBG carbon finance programs have been effective in reducing carbon emissions, leveraging private sector investments, and influencing global policy and standards setting, thereby providing valuable lessons for the next generation of climate finance starting in 2020 pending decisions at the Paris Conference of Parties in late 2015.

49. **Country Program Evaluations** will remain a cornerstone of the work program, designed to enhance accountability and learning for results in country programs. In FY15, IEG introduced a new “clustered country program evaluation” instrument (see para. 23). IEG will conduct a stock-taking in FY16 with CODE, Bank Group Management and country clients to assess the relevance, effectiveness, and efficiency of this pilot. This review will feed into the selection of future topics and approaches for country program evaluation work. Based on the initial implementation experience, we are proposing to continue with the clustered approach, and the following evaluations are planned in FY16-18:

- *FY16 Fragile Situations in Non-FCS Countries* will broaden the analysis of the FY14 FCS evaluation and include WBG operations in mainly IBRD and blend countries that are not classified as FCS, and help deepen the understanding of how WBG can be relevant and effective in tackling fragile and conflict situations;
- *FY16 Clustered CPE on Small States* will assess the effectiveness of WBG support for small states, notably the challenges related to vulnerability to economic shocks and income volatility, limited institutional capacity, difficulties in accessing external capital, and susceptibility to natural disasters and climate change;
- *FY17 Clustered CPE on Dynamic MICs* will assess the effectiveness of WBG support in the country programs of dynamic middle income countries for sustainable achievement of the twin goals; and
- *FY18 Clustered CPE* – topic to be determined, following stocktaking.

50. The **annual Results and Performance Report** will continue to provide a summary of aggregate WBG performance and a synthesis of IEG evaluations completed in the year. As earlier agreed with CODE, the RAP will include a special thematic chapter and incorporate the Regional Updates as annexes. The proposed thematic focus in FY16 is *Gender Equality*, FY17 is *Managing for*

Results (which would synthesize IEG’s work on monitoring and evaluation at the corporate, country, and project levels), and FY18 is *Working in Partnership*, described below.

51. **Evaluations Related to Reform Agenda.** About one-quarter of the major evaluations in the FY16-18 work program will contribute to the second objective of the IEG Results Framework, related to generating independent evaluation evidence to assess the early implementation experience of the WBG Strategy. These evaluations are designed to enable real-time learning and mid-course corrections, and promote a stronger internal culture for results, accountabilities, and learning.

52. Two evaluations will focus on the WBG reform pillar related to **Helping Clients Tackle the Most Important Development Challenges.**

- *FY16 SCD/CPF Process Evaluation* will not assess performance or results, but rather how the new tools have been prepared and used – including alignment with good practices and WBG guidance, level of inclusion (citizen voice, country perspective) and partnership engagement (other development partners, private sector), effectiveness of WBG collaboration, and treatment of key issues such as selectivity and comparative advantage. Client feedback on the early experience with the new country engagement model will be a central feature of this process evaluation; and
- *FY17 IFC Client Engagement Model* will assess the extent to which IFC’s recently launched enhanced client engagement model is contributing to the achievement of increased development impact and contributing to the WBG twin goals.

53. A second set of evaluations will focus on WBG reform pillar related to **Becoming a Solution Bank.** These will review the effectiveness of learning and knowledge in operations, including the early implementation experience of the GPs and CCSAs, and assess the relevance, efficiency, and effectiveness of operational instruments and systems.

- *FY16 Assessment of WBG Self-Evaluation Systems* will appraise the effectiveness of operations self-evaluation and development risk management systems, including the usefulness and relevance of project supervision and completion reporting;
- *FY16 Program for Results Evaluation* will assess early implementation experience and identify lessons learned and good practices for this new instrument;
- *FY17 Data and Knowledge for Development* will review WBG data and knowledge programs, designed to improve availability and quality of data and knowledge on poverty and shared prosperity to inform policy and track progress, both for country clients and for WBG corporate monitoring, including initiatives related to Knowledge for Change, Data for Goals, Statistical Capacity Building, Open Data, etc; and
- *FY18 Process Evaluation of GPs* will review the clarity of roles, efficiency of delivery, interface with country engagement model, level of “jointness,” process to deploy expertise and knowledge to meet client needs, and process to collect, curate, and share knowledge – the evaluation would contribute to the “third wave” of the GP operational plan.

54. Several evaluations will focus on the WBG reform pillar related to **Working in Partnership.**

- *FY17 Engaging Citizens* will address WBG support for transparency, accountability and participation to enhance citizen voice, beneficiary feedback loops, and partnership with civil society organizations in order to strengthen the demand side of governance and complement service delivery through public and private institutions.
- IEG will continue to integrate the review of individual partnership programs into the major thematic evaluations. For example, the *FY16 Clustered CPE on Small States* will review: Small States Forum, Caribbean Catastrophe Risk Insurance Facility, Caribbean Growth Forum, Pacific Region Infrastructure Facility, and institutional partnership with the Secretariat of Organization of Eastern Caribbean States. Likewise, the *FY16 Capital Market Development for Long Term Growth* will review the Financial Sector Reform and Strengthening Initiative (FIRST).
- *FY18 Results and Performance Report* will include a thematic chapter on Working in Partnership, which will integrate findings and lessons on WBG partnerships since the last synthesis report in 2011.

55. With the completion of the GEF and GAVI reviews in FY14, no other large, independent Global Program Reviews are proposed in the work program. As flagged in last year's work program, IEG is continuing to participate on the oversight committee for the independent evaluation of the Global Partnership for Education, on a full cost-recovery basis.⁶

56. **Monitoring Evaluation Recommendations.** The Management Action Record (MAR) reform process has been an important step to enhance the quality and impact of major evaluations as well as strengthen monitoring and accountability related to implementation of agreed actions in the Management Action Plan. Key outcomes include:

- Improved quality of IEG recommendations, including clearer links to findings, prioritization, better clarity and specificity, and considerations of feasibility and cost effectiveness;
- Stronger engagement with WBG management while drafting the recommendations;
- More specific actions to be taken to implement IEG recommendations in Management Response, and clearer timeline and monitoring arrangements; and
- Enhanced assessment of progress on implementation and reduced inconsistencies in ratings between IEG and Management.

57. The on-line MAR system that was introduced in FY14 provides a central repository of findings, recommendations, management responses, detailed action plans and implementation, for use by all stakeholders. The MAR data set is now available on the external website – an important step in the WBG's commitment to transparency and Open Data. In FY16, IEG will focus on (i) reemphasizing the engagement process with WBG management on IEG recommendations and findings; (ii) conducting a stock-taking of the MAR process over the past two years in partnership with Management, and identifying steps to enhance the impact and effectiveness of the MAR

⁶ The special evaluation of the Climate Investment Funds that was jointly undertaken by the five participating multilateral development banks (for which IEG chaired the Evaluation Oversight Committee and managed the trust fund established for this purpose) was completed in FY15.

process; and (iii) continued system enhancements based on the experiences over the past two years. IEG will continue outreach efforts to familiarize Executive Directors' staff, WBG Management, and other stakeholders on the use of the on-line system.

3. Project Evaluations

58. IEG will focus on deepening the relevance of and learning from **Project Performance Assessment Reports** (PPARs) in FY16-18.

- In the past, IEG has aimed to conduct PPARs on about 20-25 percent of closed World Bank projects, in order to ensure (i) a robust assessment of actual project performance (particularly with regard to sustainability of project impacts over time and client feedback), and (ii) an independent review of the quality and accuracy of the self-evaluation system. However, in recent years, the PPAR coverage rate has dropped to about 15 percent, for two reasons: (i) we maintained production of 40-45 PPARs per year despite an increase in the overall volume of lending, and (ii) we redeployed staff time from PPARs to the priority task of eliminating the backlog of Bank ICR Reviews (see para 24). IEG proposes to increase the annual delivery of PPARs, from 42 in FY15 to about 60 in FY18, thereby covering about 20 percent of closed projects.
- IEG launched a new pilot in FY15 to apply the World Bank PPAR methodology to a small number of IFC and MIGA operations, in line with our objective for harmonization of evaluation instruments across the three institutions. Seven PPARs were completed last year, designed to enhance accountability, learning, and transparency about the results of IFC and MIGA investments. In FY16, eight PPARs are planned. IEG will assess the use and value of this new product for IFC and MIGA in end-FY16, and make a recommendation in the next work program cycle on the scope of this product line.
- IEG will continue to review and update the PPAR methodology and procedures in FY16 to make this a more relevant, rigorous and self-standing analysis that can bring deeper insights and lessons to WBG management and operational staff. The revisions will draw upon a range of pilot PPARs carried out in FY15 in which innovative use of technology and local evaluators was made. IEG will also be investing in more effective ways of disseminating the lessons and findings from this product line. The selection criteria will continue to include: (i) themes related to future evaluations or learning products of IEG; (ii) projects that pose a high risk because of their size or other characteristics; (iii) projects that are particularly innovative, fill knowledge gaps, or transformational in nature; and (iv) projects where there is a major divergence in the view on the ratings between IEG and the self-evaluation.

59. IEG will continue to use **impact evaluation** methods to produce and synthesize evidence on the effectiveness of specific development interventions in FY16-18. It is not in IEG's comparative advantage to produce prospective impact evaluations since they require early project engagement, something which would compromise IEG's ability to independently evaluate the projects at closure. However, retrospective impact evaluations that generate treatment and comparison groups ex-post and are lower cost will continue to be part of IEG's toolkit. This work will be fully aligned with and feed into the major evaluations and learning products in the work program, to ensure strategic relevance. No free-standing impact evaluations are planned. IEG will

continue to produce systematic reviews of the impact evaluation literature to accompany major evaluations when there is an evidence-gap to fill by doing so. These systematic reviews will also provide value-added for the WBG where there is considerable unmet demand for harvesting the evidence-base on specific development questions.

4. Validation Products

60. **CASCR Validations.** IEG will continue to review 100 percent of all CAS Completion Reports in FY16 – 18. About 22 CASCRs are expected to be reviewed in FY16. In addition, as the new country engagement is rolled out, IEG is continuing to review and discuss with CODE how to provide useful evaluative input for the initial round of PLRs.

61. **Project Validations.** IEG will continue to review WBG project completion reports, to foster both accountability and learning in the self-evaluation system. In FY16, IEG will continue to review 100 percent of completed IDA/IBRD lending operations with available self-evaluations, as well as 100 percent of completed recipient-executed trust funded projects greater than or equal to \$5 million with available self-evaluations. Looking forward, IEG will continue to review with WBG Management and CODE the scope for streamlining the system and the options for moving towards a strategic sampling basis, as reviewed in para. 24.

62. IFC will prepare self-evaluations for 40 percent of randomly selected mature investments, all validated by IEG. For closed projects, IEG will prepare independent project evaluation summaries (PES) in lieu of XPSRs. In case of Advisory Services, IEG will validate 51 percent of project completion reports, based on random representative sampling. For MIGA, the self-evaluation accompanied by IEG's validation and independent evaluation by IEG will together cover 100 percent of MIGA's mature guarantees.

5. Learning Products

63. IEG will continue to focus on accelerating learning and knowledge sharing from IEG evaluation work in FY16-18. IEG categorizes learning products into three types, depending on the level of complexity of the topic, the range of evaluation sources involved, and whether additional evaluation work is needed:

- **Short “just in time” notes or presentations** involve simple synthesis or dissemination of existing evaluation findings. Recent examples include the summary of findings from water, urban, energy, and transport PPARs; presentation on IFC Microfinance Projects in Africa; and lessons learned from avian influenza for the World Bank Ebola response. These are not included in the work program planning process, as they are often produced “just in time” in response to emerging demands and opportunities.
- **Category I Products** involve synthesis of evaluation findings from multiple sources, and identification of cross-cutting lessons and good practices. Recent examples include lessons learned for road safety, opportunities and challenges for working in partnerships, and Bank-IFC collaboration in Country Assistance Strategies.
- **Category II Products** include some additional evaluation work (such as portfolio reviews, country visits, or interviews), or may focus on high profile or complex corporate issues.

Recent examples include social safety nets and gender, and environment and social risk dimensions of DPOs.

64. To identify the strategic priorities for this work, IEG follows three steps.
- First, we assess “demand.” As part of the annual work planning process, we consult with a wide range of WBG operational stakeholders to identify learning topics where there is strong operational demand and interest for IEG evaluation findings, particularly working with GP/CCSAs. In addition, we review whether there are any pressing learning or knowledge gaps emerging from the implementation of the new WBG Strategy, or CODE and Board feedback on WBG strategic directions, where we think IEG evaluation evidence would add value.
 - Second, we assess “supply.” We review our recent evaluation work, as well as other sources of independent evaluation, to see whether we have relevant evidence to address the learning priorities that have been flagged. If we have insufficient evidence from existing work, we may decide to either drop the topic, or incorporate additional evaluation work and analysis into the design of the learning product.
 - Third, all major learning products are subject to the IEG selectivity framework, to ensure strong linkage with the IEG results framework and with the strategic focus of the three Strategic Engagement Areas.
65. After the past year of piloting (where IEG delivered fifteen learning products), IEG intends to be more selective and focus on fewer learning products with deeper client engagement in FY16-18, based on feedback from Bank Group Management for more targeted and effective learning support from IEG. We aim to produce about 10-12 Category I/II Learning Products per year in FY16-18. The proposed topics for FY16 -- which are still under discussion with the relevant GPs, CCSAs, and other corporate stakeholders -- are included in Annex 4. We intend to conduct a stocktaking in FY16 on the use and influence of IEG learning products to help guide future work program decisions about the appropriate scope and budget for this work.

6. Evaluation Capacity Development

66. Evaluation Capacity Development (ECD) remains high on IEG’s agenda, and during FY15 IEG took time to re-asses its support to and effectiveness in two major initiatives: (i) Centers for Learning on Evaluation and Results (CLEAR), and the (ii) the International Program for Development Evaluation Training (IPDET). IEG also considered options for more broadly engaging appropriate World Bank entities in the ECD agenda and began, throughout FY15, building a joint set of activities with the Governance GP to leverage and draw on IEG’s work on ECD knowledge products and technical assistance.

67. **CLEAR.** The governing board of CLEAR commissioned an independent evaluation of the program, which concluded in early FY15. The evaluation found that CLEAR’s work is highly relevant to development effectiveness and M&E needs of government, the initiative has delivered its work program, and the CLEAR Centers’ work is relevant and promising. The evaluation concluded that IEG remains the best platform for the program, given its independence and affiliation with the World Bank Group. Importantly, the evaluation also pointed out areas for improvement, notably: making knowledge and learning about ECD explicit in the program; developing a realistic results

framework and theory of change; and making the governance of the initiative more inclusive. In response, CLEAR has developed a new theory of change and a new charter that emphasizes learning, has introduced new business processes suitable to manage performance more tightly in support of the strategic shift, and has instituted a more inclusive and partnership-oriented governance and decision making structure.

68. In FY16, CLEAR's "phase II" will be implemented for the first of three years, and IEG's role in this partnership will be well defined and focused. Being the "Global Hub" for knowledge exchange and community building, IEG's main tasks will be to drive systematically and purposefully the codification and sharing of learnings from evaluation capacity efforts across the CLEAR community. This will involve a number of initiatives, such as suite of web resources more suitable for learning and knowledge exchange, and a series of business processes linking performance to learning and innovation. At the same time, CLEAR's reach will consolidate in FY16. The Lusophone Center in Brazil will be brought fully into the program, able to reach out not only across Brazil but also to Lusophone countries around the world, with a particular focus on Mozambique and Angola. Also, CLEAR will look to solidify its support to central government agencies leading the charge on government-wide evaluation. To this end, CLEAR will aim to build a dedicated and ongoing community of practice for practitioner-to-practitioner exchange

69. **IPDET.** Now in its 15th year, IPDET has attracted 2,621 professionals working on evaluating policies and programs in developing countries, of which 60 percent have come from developing countries. The summer courses, having grown in annual attendance from about 100 to over 200 every year, maintain an ongoing influence through a very active social media platform that has created a well-connected network of around 3,500 professionals from across the world. In FY15, IEG revised its memorandum of understanding with Carleton University and agreed to undertake a substantive strategic review of the program in FY16. Topics to be assessed include IPDET's relevance, the quality of the learning experience, the program's competitiveness, and financial viability.

7. Global Leadership and Collaboration with Evaluation Partners

70. One of the core functions in IEG's mandate is to cooperate with other IFIs and development agencies. In FY16-18, IEG will maintain close engagement with the Evaluation Cooperation Group (ECG), the OECD DAC Network on Development Evaluation, and other evaluation partnerships. In 2015, IEG will serve as the Chair of ECG, and has committed to focus on (i) a stocktaking of the past twenty years of experience and achievements, and (ii) developing a renewed strategic vision for the future for ECG. As part of this work, IEG is proposing to bring together the chairs of CODE (and equivalents) and senior managements of the member IFIs and ECG members to help shape the vision.

71. 2015 has been designated by international development agencies as the "Year of Evaluation," mindful that the dialogue about the post 2015 agenda will need to be informed and supported by efforts to measure and track progress made towards the new goals. The "Year of Evaluation" provides an excellent opportunity for IEG to raise awareness of the role of independent evaluation in particular, and to build collaboration with other agencies and in developing countries. In close collaboration with the UN agencies and private foundations that are playing a lead role in organizing the "Year of Evaluation," we plan to take this opportunity to make a substantive contribution both internally within the WBG and externally.

4. Staffing and Budget

1. Human Resources

72. IEG will continue to manage its staff levels and skills mix to support the strategic directions set out in the IEG results framework and work program. In line with WBG HR reforms, IEG is focusing on the following four steps.

73. **Building a Culture of Performance and Accountability.** IEG has implemented the new performance management framework, which is designed to build a clear line of sight between staff's work and IEG priorities through cascading objectives from the Director General to the Directors down to all staff, captured in transparent results agreements.

74. **Driving a More Effective Organization.** IEG has completed a strategic staffing exercise, in parallel to the process that is underway in the WBG, with the objectives of: (i) ensuring alignment of staffing resources with IEG business needs and strategic directions; (ii) identifying skills gaps, and related learning priorities for professional, technical, and leadership development; and (iii) strengthening a collaborative leadership team approach to assess staffing needs and staffing actions across IEG. We are focusing on three core issues: (i) What skills does IEG have and need? (ii) What are current workforce levels and plans? and (iii) How can we best align staffing levels and skills mix with our strategic business needs in FY16-18? In addition, IEG is currently reviewing the alignment of the organizational structure with evolving business needs and strategic directions. IEG is separately briefing CODE on the findings of the strategic staffing exercise and organizational review.

75. **Creating Career Opportunities.** The annual review of talent has been conducted and its recommendations are being implemented. This exercise will ensure there is a right mix of formal training, mentoring, and on-the-job development opportunities to equip staff at all levels with the evaluation knowledge and skills they need to grow professionally. In addition, IEG is regularly using the evaluation competencies developed last year, to help enrich professional development by giving staff a clearer view of what is needed in a job at different levels. IEG continues to run special mentoring, onboarding, and technical training program for its staff.

76. **Fostering a More Diverse and Inclusive Workplace.** IEG is renewing its emphasis on diversity and inclusion (D&I) to reinforce WBG's goal of fostering a diverse and inclusive work place as core to both our business strategy and employment value proposition. While IEG scores higher than the overall WBG on diversity indicators related to women representation in GF+ technical staff and in management, it scores below on Part II representation in management and significantly below on Sub-Saharan African and Caribbean representation in GF+ technical staff. Generally, IEG scores the same as or higher than the overall WBG on inclusion indicators from the 2014 Employee Engagement Survey. IEG has finalized a new D&I Compact, with a focus on: (i) ensuring D&I issues are mainstreamed throughout IEG, (ii) improving managerial accountability and promoting transparency, and (iii) strengthening mechanisms for openness, voice, dignity and respect.

77. As of end-April 2015, staffing levels in IEG stood at 105, with staffing levels during the year fluctuating in the range of 105-110 due to natural turnover and planned recruitment. IEG compares

favorably relative to the Bank Group in terms of internal mobility of staff, which allows for active management of the staff skills base. IEG management is conscious of the need to draw both on Bank Group experience and on external experience from other organizations. The proportion of professional staff (GE+) at end-March 2015 that were recruited from outside the WBG stood at 48 percent, higher than 43 percent a year before. IEG will continue to maintain staff and other fixed costs at a level consistent with a fixed cost ratio of around 70 percent to allow for adequate flexibility.

2. Budget Proposal

78. **Sources.** IEG's projected resources to deliver its FY16 work program total \$35.9 million, comprising a \$34.0 million regular budget to be approved by the Board, \$1.9 million in trust funds, and \$0.02 million in other revenues. This resource envelope is consistent with the flat budget framework agreed with the Board in FY12 and adjusted to reflect planned savings from IEG's Expenditure Review.

79. The regular budget is set out in Table 1, which shows recent trends as well as projections. In line with the new practice of the Bank Group, the figures are presented in nominal terms. There is no change in the proposed contributions from individual institutions: the World Bank will maintain its 1.4 percent contribution, IFC 1.1 percent, and MIGA 1.0 percent, as in previous years. These percentages are monitored as an indicator of magnitude, the total envelope of IEG's regular budget remaining flat in real terms since FY05.

Table 1: IEG Institution Contributions, FY13–18

<i>(in nominal dollars)</i>	FY13⁴	FY14	FY15	FY16	FY17	FY18
	Budget	Budget	Budget	Proposed	Indicative	Indicative
	\$m	\$m	\$m	\$m	\$m	\$m
WB Contribution	26.0	26.6	26.5	26.4	26.3	27.1
IFC Contribution	6.5	7.0	7.0	7.0	6.9	7.1
MIGA Contribution ^{1/}	1.0	0.6	0.6	0.6	0.6	0.6
Total IEG	33.4	34.2	34.1	34.0	33.8	34.8
IEG as % of parent institution budget ^{2/, 3/}						
WB	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
IFC	1.0%	1.1%	1.1%	1.1%	1.1%	1.1%
MIGA	2.0%	1.0%	1.0%	1.0%	1.1%	1.1%
Total	1.3%	1.3%	1.3%	1.3%	1.3%	1.3%

1/ The approved contribution from MIGA assumes that it will continue to absorb \$0.12m in IEG related non-discretionary fees and charges. In the event that MIGA chooses to depart from this practice which it initiated in FY11, or these fees and charges rise, MIGA's contribution to IEG will be increased by a commensurate amount.

2/ In the case of the World Bank and IFC, the Net Administrative Budget and Regular Administrative Expenses budgets have been used as the denominator. In the case of MIGA, for comparison purposes, the denominator comprises the Regular Administrative Budget plus FIAS contributions and Contingencies. For consistency purposes, the numerators have also been adjusted, with an adjustment being added to the IFC contribution for space and IT, and with the MIGA contribution being reduced in the amount of overheads and pension contributions.

3/ Percentage calculations assume that budgets for the World Bank, IFC, and MIGA will remain at FY15 levels and continue to incorporate ER savings

4/ Additional to Institution contributions as noted above, the FY13 Final Budget included a one time spending authority of \$0.7m based on unspent FY12 Budget

80. **Trust funds.** IEG expects to receive \$1.9 million in trust funds and Externally Funded Outputs (EFOs)⁷ in FY16, including: (i) \$0.8 million from the multi-donor trust fund that was established in FY10 to support IEG's evaluation capacity development program, including the CLEAR secretariat; (ii) \$0.3 million from a Japan Policy and Human Resource grant that was

⁷ The EFO is a streamlined instrument for receiving external contributions to support the Bank Group's work program. It is primarily designed to replace Bank-Executed Trust Funds below \$1 million.

approved in FY12 for impact evaluation work; (iii) \$0.5 million from an EFO from the Swedish Government that was approved in FY15, related to deepening evaluation methodologies for gender and cost-effectiveness; and (iv) a possible allocation of \$0.3 million from a new EFO to be developed in FY16 with the Government of Norway, to follow up a trust fund that closed in FY14. In addition, IEG expects to receive about \$0.02 million from trust fund fee income, which is shown as other income in Table 2.

81. Recognizing the imperative of protecting independence from misperceptions that could be caused by reliance on trust funds, IEG put in place several years ago clear procedures on the use of trust funds.⁸ IEG recently reviewed the procedures, in light of the evolving WBG guidance set out in the revised Trust Fund Handbook, and particularly the development of the new EFO instrument. We propose to follow a simpler and stricter definition of eligible uses for trust funds and EFOs. Going forward, IEG will not distinguish between “core” and “non-core” evaluation activities, and will not use trust fund or EFO resources for any work related to the conduct of a major evaluation, based on the principle that the budget allocation from the Board fully covers the conduct of a major evaluation. We will instead focus trust fund and EFO resources on innovative activities directly linked to the IEG results framework that do not affect IEG independence and are “additional” to activities funded by our budget from the Board.

82. Under this new definition, the following areas would be eligible for future trust fund and EFO funding:

- Accelerated learning and knowledge sharing from evaluations (particularly targeted to country clients and other external/global stakeholders);
- Strengthening of methodology and data systems (particularly with spillover benefits to the broader global evaluation community);
- Professionalization and development of evaluation networks (like a possible IEG fellows program); and
- Evaluation capacity development (such as the existing CLEAR and IPDET initiatives, and possible new work to mainstream ECD into the new country engagement model and the development of related new tools).

83. **Capital budget.** No new capital budget is requested for FY16. The capital budget allocation of \$800,000 that was approved in FY14 is under implementation. Work is underway to (i) establish a high-quality search function covering all document collections relevant to IEG’s evaluation research; (ii) introduce new electronic process automation for streamlining complex and labor-intensive document production, and (iii) expand the use of text analytics for greater insight and productivity. These improvements are expected to be functional by June 2015, with project completion expected by December 2015.

84. A prior FY12 capital funding request of \$450,000 was used for upgrading several aging information management systems. As a result there is now in place a new system that supports

⁸ IEG’s existing procedures include a requirement that aggregate use of trust funds should not exceed 15 percent of total spending on products and should also not exceed 25 percent of the cost of any individual product. In addition, IEG has required that trust funds be used for non-core evaluation activities, such as literature reviews, case studies, focus groups, and in-country workshops, but not for any core evaluation activities, such as strategy development, portfolio reviews, and approach paper preparation.

IEG's Access to Information Policy, modern data analytics software used by IEG teams, and the Management Action Record (MAR) system used to track follow-up of IEG evaluation recommendations. This project also funded an upgrade to IEG's intranet system, in order to better serve IEG and WBG staff. The capital project has been completed and closed in December 2013, and IEG is now paying depreciation costs.

85. **Expenditure Review.** As reviewed in last year's work program, IEG completed an internal Expenditure Review in FY14 to identify opportunities to enhance efficiency and reduce costs, in parallel to the WBG initiative. Four key findings emerged from the Review:

- Benchmarking data confirmed that IEG's budget share (0.9 percent of total WBG budget) falls in the lower range of comparable multilateral institutions.⁹
- IEG continues to experience some weaknesses in budget management and bunching of deliverables, in particular effective tracking of expenditures against task plans.
- IEG performs better than the Bank on some variable cost efficiency measures, but compares unfavorably on specific measures in the travel and consultant areas.
- IEG's share of sustaining and indirect costs stands above comparable units in the WBG, reflecting a relatively large share of GI/GH staff as well as high office-space-to-staff ratio.

86. Based on the analysis, IEG made several recommendations that would generate net cost savings of 8 percent of IEG's budget in FY15-17, which were reviewed and endorsed by CODE and the Board. These include reduction in GI/GH staffing levels, improvements in variable cost management (particularly related to consultant fees and travel costs), efficiency gains from ongoing IT investments, reductions in office space, and other measures. In addition, IEG is continuing to focus on redeploying resources from "backline" functions to "frontline" evaluation work. In FY16, the total savings from the implementation of the Expenditure Review are projected to stand at \$1.7 million and have been reflected in the spending trends, described below.

87. **Spending trends.** Table 2 sets out trends in resource use over the FY13-18 period, including regular budget resources, trust funds, and other income. IEG's strategic directions are reflected in the spending proposals, as follows:

- The proportion of spending on Major Evaluations declines from 25 percent in FY13 to 23 percent in FY16-18, in line with the earlier decision agreed with CODE to reduce the number of major evaluations and redeploy the savings to other product lines like learning and knowledge sharing work.
- The proportion of spending on Other Evaluation Products increases from 12 percent in FY13 to 14 percent in FY16-18. This reflects:
 - The earlier agreement with CODE to scale up the delivery of learning and knowledge products (the budget allocation for large synthesis reports is proposed to increase from \$0.5 million in FY13 to \$1.6 million per year in FY16);

⁹ Comparator institutions include: Asian Development Bank (evaluation budget share of 1.8 percent), African Development Bank (1.7 percent), Inter-American Development Bank and Islamic Development Bank (1.3 percent), and the European Bank for Reconstruction and Development (1.2 percent).

- The current proposal to increase the share of funding for PPARs, as reviewed in para. 58 (the budget allocation for PPARs is proposed to increase from an estimated \$1.5 million in FY15 to \$2.9 million by FY18);
- Note that the total spending on Other Evaluation Products shows a “hump” for partnership reviews in FY14-15, which reflects the exceptional trust fund resources provided for the evaluation of climate investment funds (see para. 55).
- Spending on validation products has been projected at roughly the same level in FY16-18. The spending plans for outer-years will be revised pending further analysis and discussions about the scope for (i) streamlining of the ICRRs and CASCR validation process (which would reduce costs), and (ii) possible piloting the validation of World Bank AAA products (which would increase costs).
- The proportion of spending on Learning and Knowledge Services has been projected at roughly the same level in FY16-18 (this budget item includes evaluation capacity development partnerships, publications and dissemination, internal methods work, internal knowledge management and quality assurance, and internal staff learning costs). Within this category, we are assuming (i) cost-efficiencies arising from the shift from printed reports to e-reports, and from face-to-face learning delivery to e-learning, and the introduction of new text analytic tools that will reduce staff time in research, made possible by the capital budget program; and (ii) increased expenditures for the delivery of outreach, training and other knowledge sharing activities to IEG and WBG staff.
- Indirect costs are expected to decline in FY16 due to consolidation of space. Sustaining costs remain broadly even in nominal terms, with savings corresponding to the phased reduction of GI/GH positions and backline functions offset by annual staff salary increases.

88. Table 3 sets out spending trends by expense categories for regular budget resources. In line with the IEG Expenditure Review recommendations, from FY13 to FY18, staff costs are projected to slightly increase in nominal terms (as the phased reduction of positions is offset by SRI increases), consultant and travel costs decline from \$9.7 to \$8.8 million, and equipment and buildings costs slightly increase from \$1.3 to \$1.6 million due to increased depreciation when IT improvement projects become functional.

89. Table 4 sets out expenditures by objectives, and related deliverables, from the IEG Results Framework, for all direct resources. In FY16-18, about 80 percent of resources will support the first objective of deepening evidence about the results of WBG programs and activities; and about 20 percent will focus on the second objective of generating evidence on the early implementation experience of the WBG Strategy.

Table 2. Summary of Sources and Uses, FY13–18

	FY13	FY14	FY15	FY16	FY17	FY18
<i>(in nominal dollars)</i>	Actual	Actual	Estimate	Proposed	Indicative	Indicative
	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m
Sources						
Total Budget	33.4	34.2	34.8	35.7	36.6	37.7
Carryover	0.7	-	-	-	-	-
Expenditure Review Savings	-	-	(0.7)	(1.7)	(2.8)	(2.9)
Total Trust Funds	1.2	2.2	1.7	1.9	1.0	1.0
Total Other Sources	0.0	0.0	0.0	0.0	0.0	0.0
Total Sources	35.3	36.4	35.9	35.9	34.8	35.9
Uses						
Major Evaluations	8.8	8.7	8.1	8.3	7.8	7.8
Thematic and Sector Evaluations	4.0	4.4	4.2	4.2	4.0	3.9
Corporate and Process Evaluations	2.2	2.0	2.1	2.3	2.2	2.2
Country-Focused Evaluations	2.6	2.3	1.8	1.8	1.7	1.7
Other Evaluation Products	4.0	5.7	4.9	5.0	4.5	4.9
Project Performance Assessments	2.0	1.8	1.5	2.4	2.7	2.9
Systematic Reviews and IE	0.8	1.3	0.7	0.8	0.5	0.5
Large Synthesis Reports	0.5	0.8	1.9	1.6	1.2	1.4
Partnership Reviews	0.7	1.8	0.8	0.3	0.2	0.2
Validation Products	5.0	5.2	5.1	5.2	5.2	5.2
<i>o/w Country Level</i>	0.7	0.7	0.7	0.7	0.8	0.9
<i>o/w Project level</i>	3.9	4.3	4.2	4.3	4.3	4.3
Learning and Knowledge Services	7.3	6.5	7.5	7.2	6.9	7.3
<i>o/w Publications and Dissemination</i>	1.0	1.2	1.0	1.0	1.0	1.1
<i>o/w Knowledge Management and Quality Assurance</i>	1.5	1.5	1.6	1.6	1.6	1.8
<i>o/w Evaluation Capacity Development</i>	1.7	1.5	1.5	1.4	1.3	1.4
<i>o/w Staff Learning</i>	0.7	0.7	0.7	0.7	0.7	0.7
Sustaining	5.3	5.5	5.6	5.6	5.7	5.9
Indirects	4.8	4.8	4.7	4.6	4.7	4.8
Total Uses	35.1	36.4	35.9	35.9	34.8	35.9
Proportion of spending on:						
<i>Major Evaluations</i>	25%	24%	23%	23%	23%	22%
<i>Other Evaluation Products</i>	12%	16%	14%	14%	13%	14%
<i>Validation Products</i>	14%	14%	14%	15%	15%	15%
<i>Learning and Knowledge Services</i>	21%	18%	21%	20%	20%	20%

Table 3: Expenditure Trends by Expense Category, FY13-18 (BB only)

<i>(in nominal dollars)</i>	FY13	FY14	FY15	FY16	FY17	FY18
	Actual	Actual	Estimate	Plan	Indicative	Indicative
	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m
Fixed Costs						
Staff Costs	19.9	20.3	20.9	21.1	21.4	21.8
Communications and IT	1.3	1.1	1.3	1.3	1.3	1.4
Equipment and Buildings	1.3	1.4	1.4	1.5	1.5	1.6
Total Fixed Costs	22.6	22.7	23.6	23.9	24.2	24.8
Variable Costs						
Consultants and Temps	6.4	7.0	6.2	6.0	6.0	6.2
ETC & ETT	1.4	1.3	1.1	1.0	0.9	1.0
Travel Costs	1.9	1.7	1.7	1.6	1.4	1.6
Representation and Hospitality	0.0	0.0	0.0	0.0	0.0	0.0
Contractual Services	1.1	0.8	1.0	1.0	0.8	0.8
Other Expenses	0.5	0.7	0.5	0.5	0.5	0.5
Total Variable Costs	11.3	11.5	10.5	10.1	9.6	10.1
Total Expenses	33.9	34.2	34.1	34.0	33.8	34.9

Table 4: Percentage of Expenditures by Objective, FY14-18

<i>(in nominal dollars)</i>	FY14	FY15	FY16	FY17	FY18
	Actual	Estimate	Plan	Indicative	Indicative
	\$'m	\$'m	\$'m	\$'m	\$'m
Objective 1: Results of WBG Programs & Activities					
Inclusive Growth	14%	14%	18%	11%	10%
Service Delivery to the Poor	15%	15%	10%	8%	9%
Environmental Sustainability	9%	2%	2%	7%	6%
Country Evaluation & Validation	15%	14%	13%	13%	13%
Corporate Performance Data	5%	4%	4%	2%	2%
Project Evaluation & Validation	31%	34%	37%	40%	40%
Subtotal Objective 1	89%	83%	83%	82%	81%
Objective 2: Assess Implementation of WBG Strategy					
Helping Clients Tackle Challenges	2%	3%	4%	5%	5%
Becoming a Solutions Bank	6%	10%	9%	10%	11%
Working in Partnership	3%	4%	4%	4%	3%
Subtotal Objective 2	11%	17%	17%	18%	19%
Total Expenditures ¹	100%	100%	100%	100%	100%

¹ Sustaining Costs, Indirects and Learning & Knowledge Services fully allocated to Direct Workprogram

3. Accountability Framework

91. IEG adheres to WBG budget rules and procedures. IEG is subject to Controller's Quality Assurance reviews of selected expenses and has consistently received favorable ratings on adherence to budget rules, procedures, and policies. IEG's control environment continues to be ranked as one of the strongest in its peer group.

92. In regard to external audit, the contributions by World Bank, IFC, and MIGA are audited as part of regular external audits of those institutions.

93. In November 2006 the Board approved a procedure formalizing CODE's role in overseeing IEG's budget and safeguarding its independence in the governance structure of the WBG. This procedure includes the periodic review of IEG's budget proposal every 2-3 years by an independent external budget analyst, validating the adequacy of IEG's annual budget proposal as well as its consistency with the overall WBG budgetary principles.

94. The last independent review was conducted in April 2012, which concluded: "*IEG's budget formulation and management is broadly satisfactory as there have been no major changes from budget practice, expenditures, and outputs achieved in the recent past.*" Specific recommendations were made to reduce bunching, improve costing and monitoring of deliverables, and introduce stronger tracking of expenditures against plans, all of which IEG has been implementing.

95. Slippages and bunching of major evaluation have reduced from prior years, but still remain a problem. IEG is addressing these issues through better upfront planning of tasks, more effective tracking and reporting as well as periodic management reviews and coordination of deliveries across all IEG products. In addition to real time technical tracking of milestones, IEG management conducts a Quarterly Business Review Meetings with Department Management Teams, focusing on individual products and tasks and troubleshooting delivery bottlenecks. In response to the findings of the Expenditure Review, IEG Management has implemented decisive measures to strengthen budget management:

- Greater realism in developing robust budgets in Approach Papers;
- Instilling stronger budget discipline among TTLs, adhering to task budgets and prioritizing individual components;
- Systematic monitoring by TTLs and Managers of actual costs against Approach Paper budgets and a resolution mechanism should new developments arise;
- Closer focus by TTLs and Managers on managing elapsed time, and staff and consultant costs, between the Approach Paper and Final Report Review Meetings; and
- Regular IEG Leadership Team oversight of elapsed time and costs, and more proactive decisions on corrective actions, where needed.

96. As earlier agreed with CODE, the next external budget assessment is scheduled for the next work program and budget cycle. It will draw on the findings of the completed External Review commissioned by CODE, and the subsequent CODE and Board discussions.

Annex 1: IEG Results Framework

Objective 1: What Works – Deepening evidence about the results of WBG program and activities – and their effectiveness for accelerating growth, inclusiveness, and sustainability – to contribute to the WBG’s interim target of 9% poverty and progress on shared prosperity by 2020				
Deliverables	Intermediate (1-3 years)		Medium Term (4-6 years)	
	Outcomes	Indicators	Outcomes	Indicators
Major sector, thematic, and country evaluations and learning products focused on WBG contributions to twin goals –with particular reference to: - WBG Scorecard categories - IDA Special Themes - IFC Areas of Strategic Emphasis	- Greater understanding of: - When and how WBG activities lead to growth, inclusiveness, and sustainability (learning) - Whether WBG activities are aligned with the twin goals and effective in contributing to their achievement (accountability) - IDA Performance	- Overall feedback on quality of IEG work from Client Survey - External assessment of quality of major evaluations - Self-assessment of strategic alignment of major evaluations - Efficiency measure of elapsed time in evaluation processing - Value for money measure - Measures of usage of IEG work by Board and WBG staff	- Better informed policy and operational choices by the Board, Management, and Clients - Enhanced WBG development effectiveness in terms of contributing to the attainment of twin goals.	- IEG influence on client results supported by WBG operations - Client feedback on IEG influence and impact - External assessment of actual use and impact of evaluations - Level of adoption of evaluation recommendations and Management actions in MAR - Measure of IEG knowledge flows
Corporate performance data for WBG Scorecard and IDA RMS	Timely delivery of high quality performance data	- Compliance with service standards for validation delivery	Stronger portfolio performance from improved M&E	- IEG portfolio performance ratings
Stronger methods for evaluating WBG contributions to inclusive growth, gender, sustainability	New methods mainstreamed in IEG evaluation work	- Completion of Methods Action Plan	Increased relevance and quality of evaluation evidence	- External assessment of accuracy and validity of evaluations
Objective 2: Real-Time Learning – Generating evidence on the early implementation experience of the WBG Strategy to enable mid-course corrections, and promote a stronger internal culture for results, accountability, and learning				
<i>Helping Clients Tackle the Most Important Development Challenges</i>				
Deliverables	Intermediate		Medium Term	
	Outcomes	Indicators	Outcomes	Indicators
Process evaluation of early implementation of new country engagement model	Adjustments to the country engagement model to increase effectiveness, if needed	- Feedback on quality of IEG work from country clients in Client Survey	- Enhanced country-level performance (ownership, selectivity, results focus)	- Client feedback on WB effectiveness and impact on results
Country-level learning products	Use of IEG evaluation evidence in SCD, CPF, PLR, and CLR	- Coverage of IEG evaluation evidence in SCD, CPF, PLR, CLR	- Stronger country-level results (outcomes, growth, inclusiveness, and sustainability) - Enhanced quality of SCD, CPF, PLR, and CLR	- IEG ratings on outcomes of country strategies - IEG ratings of WB performance on country strategies - Coverage of evaluation capacity development in country strategy
System for validation of self-evaluation in PLR/CLR	Self-evaluation system is incentivized to serve learning and accountability	- Compliance with service standards for validation delivery	Learning cycles lead to continuous improvement	
Support evaluation capacity development in client countries	Mainstreaming of ECD in country engagement model and enhanced coordination with WBG SCB work	- Stakeholder feedback on ECD product quality and use	Client-driven demand for high quality WBG support for ECD	

<i>Becoming a Solutions Bank Group</i>				
Deliverables	Intermediate (1-3 years)		Medium Term (4-6 years)	
	Outcomes	Indicators	Outcomes	Indicators
Evaluations of lending and knowledge services and instruments, including early implementation experience of GP/CCSA and IFC reforms	Adjustments to lending and knowledge services and instruments to increase efficiency and effectiveness, and alignment if needed	<ul style="list-style-type: none"> - Feedback from GP/CCSA, IFC, MIGA on quality of IEG work in Client Survey - Coverage of IEG evaluation evidence in major GP/CCSA, IFC, MIGA knowledge products - Coverage of IEG evaluation evidence in WBG operations - Level of adoption of relevant evaluation recommendations and Management actions in MAR 	<ul style="list-style-type: none"> - GP/CCSA, IFC, MIGA marshal best knowledge to provide world class, integrated, evidenced-based solutions - Teams work on cross-practice and public-private solutions - Improved quality and impact of investment, knowledge, and convening services - Stronger internal culture and competencies around results delivery for clients 	<ul style="list-style-type: none"> - Stakeholder feedback on WBG knowledge - IEG ratings on outcomes of WBG operations - Level of adoption of relevant evaluation recommendations and Management actions in MAR - IEG ratings of quality at entry and quality of supervision of WB and IFC projects
Sector and thematic learning products supporting global knowledge flows in GP/CCSA, IFC, MIGA	Use of knowledge from IEG evaluations in the work of GP/CCSA, IFC, MIGA			
Appraisals of operational self-evaluation and development risk management systems	Adjustments as needed to enhance efficiency and effectiveness of systems			
Operational learning products to strengthen results and evidenced-based operations	Use of IEG lessons learned and good practices in operations			
System for validation of self-evaluation of lending and knowledge	Self-evaluation system is incentivized to serve learning and accountability			
<i>Working in Partnership</i>				
Deliverables	Intermediate (1-3 years)		Medium Term (4-6 years)	
	Outcomes	Indicators	Outcomes	Indicators
Evaluations of WBG partnership and trust fund programs	Adjustments to partnership and TF arrangements to increase efficiency, effectiveness and alignment, if needed	<ul style="list-style-type: none"> - Coverage of partnerships in IEG evaluation work - Feedback from partners on quality of IEG work in Client Survey - Level of adoption of relevant evaluation recommendations and Management action in MAR 	<ul style="list-style-type: none"> - Alignment of TFs and Partnerships with twin goals - Leverage external knowledge, resources, and collaboration for greater development effectiveness - Increased efficiency and effectiveness of partnerships - Citizens engaged in design and monitoring of operations 	<ul style="list-style-type: none"> - Alignment of WBG partnerships with Strategy - Level of adoption of relevant evaluation recommendations and Management action in MAR - Use of beneficiary feedback during project implementation
Evaluations of collaboration with development partners, particularly private sector and citizens	Learning and accountability on effectiveness on collaboration and leveraging stakeholders' contributions for inclusive growth			
Learning products	Use of knowledge from IEG evaluations to improve partnership arrangements			

Annex 1: Draft Indicators for IEG Results Framework

Objective 1: What Works: Deepening evidence about the results of WBG programs and activities -- and their effectiveness for accelerating poverty reduction, prosperity, and sustainability -- and their contribution to WBG interim target of 9% poverty and progress on shared prosperity by 2020											
Deliverables	Intermediate (1-3 years)					Medium Term (4-6 years)					
	Outcomes	Indicator	Baseline		Current	Target	Outcomes	Indicator	Baseline		Actual
			Value	Year	(FY15)	(FY17)			Value	Year	(FY15)
Major sector, thematic and country evaluations and learning products focused on WBG contributions to twin goals	Greater understanding of: (1) When and how WBG activities lead to growth, inclusion and sustainability (learning); (2) Whether WBG activities are aligned with the twin goals and effective in contributing to their achievement (accountability); and (3) IDA performance.	<u>Quality</u> : % of respondents who were satisfied (or better) with quality of IEG evaluations in Client Survey	Board: 82% WBG: 46%	FY13	Board: 98% WBG: 44%	Board: 100% WBG: 75%	Better informed policy and operational choices by the Board, Management, and Clients Enhanced WBG development effectiveness in terms of contributing to the attainment of twin goals.	<u>IEG Influence on Client Results Supported by WBG</u> -- Inclusive Growth SEA: -- Service Delivery SEA: -- Environmental Sustainability SEA:	[under development]		
		<u>Quality</u> : Aggregate measure being developed based on ratings matrix developed for Meta-Evaluation Assessment	[under development]								
		<u>Strategic Alignment</u> : % of evaluations with overall rating of satisfactory (or better) in analysis of Selectivity Sheets and Approach Papers on alignment with IEG Results Framework	100%	FY14	100%	100%					
		<u>Efficiency</u> : Elapsed time from IEG AP Meeting to e-Submission delivery of major evaluations delivered in FY (months)	11.2	FY13	14.3	11.0					
		<u>Value for Money</u> : Aggregate measure being developed to assess value for money of all IEG business lines	[under development]								
		<u>Usage</u> : % of respondents rating the aggregate use of IEG products as "to some extent" (or better) in Client Survey	Board: 9% WBG: 61%	FY13	Board: 95% WBG: 65%	Board: 90% WBG: 75%					
		<u>Usage</u> : % of operation designs drawing lessons from evaluative approaches from Corporate Scorecard	50%	FY13	68%	100%					
Corporate performance data	Timely delivery of high quality performance data for WBG corporate monitoring	% current year project validation delivered within IEG service standards	ICR: 18% XPSR: 78% PCR: 47%	FY13	ICR: 22% XPSR: 81% PCR: 63%	ICR: 100% XPSR: 100% PCR: 100%	Stronger portfolio performance from improved M&E	% of MS+ completion of WBG/WB country strategies	51%	FY13	65%
		Size of ICRR backlog (> 180 days)	201 ICRRs	FY13	68 ICRRs	0					
		% CA SCR validation delivered within IEG service standards	100%	FY13	100%	100%					
Stronger methods	New methods mainstreamed in IEG evaluation work	% completion of FY14 Methods Action Plan	NA	FY14	25%	100%	Increased relevance and quality of evaluation evidence	% of evaluations rated very good for "validity" in Meta-Evaluation Assessment	[under development]		

Objective 2: Real-Time Learning – Generating evidence on the early implementation experience of the WBG Strategy to enable mid-course corrections, and promote a stronger internal culture for results, accountability, and learning

Deliverables	Intermediate (1-3 years)						Medium Term (4-6 years)				
	Outcomes	Indicator	Baseline		Current (FY15)	Target (FY17)	Outcomes	Indicator	Baseline		Actual (FY15)
			Value	Year					Value	Year	
Helping Clients Tackle the Most Important Development Challenges											
Evaluations	Adjustments to country engagement model to increase effectiveness	% of client respondents who were satisfied (or better) with quality of IEG work in Client Survey	ratings not yet available	NA	ratings not yet available	75%	Enhanced country-level performance	Client feedback on WB effectiveness and impact on results (scale 1-10)	6.9	FY13	7.0
							Stronger country-level results	% of MS+ completion of WBG/WB country strategies	51%	FY13	65%
Learning	Use of IEG evaluation evidence in SCD, CPF, PLR, and CLR	% of SCD, CPF, PLR, and CLR that internalize lessons from IEG evaluation work	[under development]				Enhanced quality of SCD, CPF, PLR, and CLR	% of IEG recommendations from process evaluation for which adoption was rated as substantial (or better) by 4th year in MAR	ratings not yet available	NA	ratings not yet available
Validation of self-evaluation	Self-evaluation system serves learning and accountability needs	% CASCAR validation delivered within IEG service standards	100%	FY13	100%	100%	Learning cycles lead to continuous improvement	% of MS+WBG performance for country strategies	67%	FY13	73%
ECD support to clients	Mainstreaming of ECD in country engagement model and enhanced coordination with SCB	% of SCD with diagnostic of ECD	0%	FY13	0%	20%	Client-driven demand for high quality WBG support for ECD	% of CPF that support ECD	0%	FY13	0%
Becoming a Solutions Bank Group											
Evaluations	Adjustments to lending and knowledge services and instruments to increase efficiency, alignment	% of GP/CCSA respondents who were satisfied (or better) with quality of IEG work in Client Survey	ratings not yet available	NA	ratings not yet available	75%	GP's provide world class, integrated, evidenced solutions	Stakeholder feedback on WBG knowledge	6.8	FY13	7.0
Learning	IEG knowledge used by GPs and CCSAs	% of major GPE and CCSA knowledge products that internalize lessons from IEG evaluation work	[under development]				Teams work on cross practice and PPP solutions	% of MS+ outcomes of WBG operations	WB: 70% IFC: 65% MIGA: 76%	FY13	WB: 70% IFC: 60% MIGA: 70%
	IEG knowledge used in operations	% of WBG operations that draw on IEG evaluation work	[under development]				Improved quality and impact of LEN & AAA	% of IEG recommendations from GP/CCSA focused evaluations for which adoption was rated as substantial (or better)	ratings not yet available	NA	ratings not yet available
Validation & Appraisal of Self-Evaluation System	Adjustments as needed to enhance effectiveness of system	% of IEG recommendations from FY13 BROE evaluation for which adoption was rated as substantial (or better) in MAR	NA	FY13	30%	100%	Stronger culture for results delivery	% of IEG recommendations from FY16 assessment of WBG self-evaluation system for which adoption was rated as substantial (or better)	ratings not yet available	NA	ratings not yet available
	Self-evaluation system serves learning and accountability needs	% project validation delivered within IEG service standards	ICR: 18% XPSR: 78% PCR: 47%	FY13	ICR: 22% XPSR: 81% PCR: 63%	ICR: 100% XPSR: 100% PCR: 100%	Learning cycles lead to continuous improvement	% of MS+ quality at entry and quality of supervision of WB projects	60% & 77%	FY13	57% & 78%
								% of substantial+M & E quality of WB projects	28%	FY13	29%
							% of satisfactory work quality at appraisal and supervision of IFC investment projects	63% & 87%	FY13	56% & 84%	

Deliverables	Intermediate (1-3 years)						Medium Term (4-6 years)				
	Outcomes	Indicator	Baseline		Current (FY15)	Target (FY17)	Outcomes	Indicator	Baseline		Actual (FY15)
			Value	Year					Value	Year	
Working in Partnership											
Evaluations	Adjustments to partnership and TF arrangements to increase efficiency, effectiveness and alignment, if needed	% of IEG major evaluations that incorporate substantive assessments of relevant partnerships	27%	FY13	50%	50%	Alignment of TFs and Partnerships with twin goals	% of partnership programs assessed for alignment to WBG strategic objectives	[under development by WBG]		
	Learning and accountability on effectiveness on collaboration and leveraging stakeholders' contributions for inclusive growth	% of partner respondents who were satisfied (or better) with quality of IEG work in Client Survey	ratings not yet available	NA	ratings not yet available	75%	Leverage external knowledge, resources, and collaboration for greater development effectiveness				
Learning products	Use of knowledge from IEG evaluations to improve partnership arrangements	% of IEG recommendations from FY11 partnership evaluation for which adoption was rated as substantial (or better)	57%	FY12	71%	100%	Increased efficiency and effectiveness of partnerships	% of WB projects using beneficiary feedback during project implementation	34%	FY13	35%
						Citizens engaged in design and monitoring of operations					

Annex 2: Description of IEG Strategic Engagement Areas

1. Inclusive Growth

Overview

Economic opportunity and productive jobs are atop the development agenda in all countries. It is the cornerstone of development, generating the resources for growth, providing pathways out of poverty, and improving living standards for all. Realizing economic potential requires a vibrant private sector and capable government. But models that have worked for development success stories, such as China and Korea, are proving elusive. Many countries face jobless growth, growing inequality, environmental degradation and persistent unemployment or under-employment that impede prosperity and poverty reduction. A key development challenge is generating growth that is inclusive, resilient and sustainable and that creates jobs.

Factors central to addressing this challenge include: macroeconomic stability, an enabling business environment, and the rule of law; capable public and private institutions; access to productive assets (land, knowledge, capital, infrastructure) and to markets; harnessing the powers of economic integration and technological change; and policies for creating jobs that are good for development and transformational for people's lives. Sustainably addressing these challenges will be ephemeral without reducing vulnerability to crises. While these issues are wide ranging, much else is needed to eliminate extreme poverty and share prosperity, including access to basic services, security, investing in human development, voice and empowerment, and good stewardship of natural capital—global, regional and local. These issues will be covered in other strategic engagement areas.

Several recent IEG evaluations focus on issues that are central for inclusive growth: evaluations of WBG activities in Investment Climate, SMEs, Innovation and Entrepreneurship, PPPs, Trade Finance, and Youth Employment. Ongoing work covers the areas of Inclusive Finance, Jobs and Competitiveness, Supporting Tertiary Education for Growth and Opportunity; Capital Market Development, and Rural and Urban Development Strategies.

Both formal and informal sector job creation hinges on mobilizing public and private investment, and developing effective public and private institutions. This Strategic Engagement Area squarely addresses the public-private interface necessary for inclusive growth that creates jobs. Four priority evaluations have been identified for the next three years: (1) The critical importance of the informal sector for the poor in many countries, both lower and middle income, is often overlooked and forms the core of this evaluation; (2) The effective role of the private sector in supporting development priorities relies on good corporate governance and corporate social responsibility and form the core of the second topic; (3) the third topic addresses the effectiveness and role of public financial instruments (tax and expenditure policies) to mobilize and direct private investment flows, both foreign and domestic, to priority areas; and finally (4) how has the WBG supported shared prosperity and reduced inequality through country engagement, a topic squarely aligned with economic opportunity, but touching also on issues central to the other Strategic Engagement Areas with respect to equality in access to basic services and sharing in sustainable access to land, clean water, forests, and other natural resources.

Potential Impact

Promoting inclusive and shared growth is one of the most daunting and pressing global challenges. It is at the center of the World Bank Group Strategy and critical for the twin goals. Addressing this challenge requires strong partnership between the public and the private sectors and, within the

World Bank Group, integration of the Group's public and private sector capabilities. With its focus on the public-private interface, this Strategic Engagement Area connects directly with the agenda of "One World Bank Group". Evaluation of the private-public interface--fostering investment opportunity, improving the 'quality of growth', and promoting broad participation in the economy--holds the promise of being transformational, lifting Bank effectiveness.

2. Sustained Service Delivery for the Poor

Overview

Access to social services are essential for poverty eradication. The 2004 World Development Report illustrated that illiteracy, ill health, gender inequality, and environmental degradation are all aspects of being poor. Going back to Robert Chambers rapid rural appraisal and participation, the development community has recognized that access to services to enhance human capital is essential to escape poverty.

Looking back at more than ten years of delivering services to the poor. Progress has been made against some of the relevant MDGs, such as equity and enrolment rates, but the WDR equally emphasized access, quantity, and quality of health, education, water, sanitation, and electricity services. While this definition has broadened in the Social Inclusion Strategy of the World Bank Group to include other services than these (adding social protection, information, transport, and credit markets), the model for service delivery suggested in the WDR 2004 remains an important entry point to understand whether the poor have access to the quantity and quality of services that helps them live decent lives and participate in economic opportunities.

Remaining challenges. Governments devote about a third of their budgets to health and education, yet it is unclear how much reaches poor people. Even when public spending can be reallocated toward poor people, the resources do not always reach the frontline service provider and, if it does, quality is not assured: the incentives for effective service delivery are often weak, wages may not be paid or service-delivery monitored. Other problems that can undermine services include corruption, political patronage, lack of social accountability, and a lack of demand (due to real or perceived poor quality of service, lack of time to seek the service, cultural barriers or lack of knowledge). The WDR suggested a three-pronged model of accountability in the '*service delivery chain*':

- i) **poor people** who require voice in policy making, provide feedback on services received, and participate in monitoring and accountability, using modern technology or other means of participation;
- ii) **government** who must contract and govern service provision, including promoting models that ensure services reach the poor, secure quantity and quality over time, weigh trade-offs between different sectors (local and national governments thinking about options in service provisions across sectors), develop models that allow various providers to participate in cost-effective ways (RBF, pay-on-demand, and other schemes), and institute systems that allow monitoring, feedback and learning over time; and
- iii) **providers** who must be responsive to people and fulfill contracts, involving diverse service providers from public, private, and community sectors.

Questions of political economy and service delivery in difficult contexts – fragile, remote, low population density, socially excluded minorities – play an overarching role across these dimensions of accountability.

The focus of this Strategic Engagement Area over the next 3 years. This Strategic Engagement Area will deliver a series of three evaluations, each focusing on a specific sector or sub-sector: urban transport; water supply and sanitation; and nutrition. A common framework, to be developed and published in a Working Paper, will be applied in the three service delivery evaluations. Using this comprehensive framework, each evaluation will be able to describe the models most commonly supported in that particular sector, and compare effectiveness of the models in terms of reaching the poor, in terms of quality, behavior change and impact, and in terms of sustaining the services over time. The findings are likely to differ across political, cultural and implementation capacity realities.

Using this common approach, IEG will then produce a “chapeau” or synthesis product that draws upon and contrasts findings from the three sectors, as well as other relevant existing evaluative material in IEG. This product will also be able to identify service delivery models that may have been used (successfully or not) in certain sectors supported by the Bank Group but not in others, thus potentially uncovering gaps where innovation can occur.

Potential Impact

Evaluations will tell us what works and what doesn't in service delivery, so the first way we will have an impact is in identifying more comprehensively what works under what circumstances and in which sectors in relation to all four dimensions of service delivery - access, quantity, quality and sustainability of services. A focus on evaluating whether systems have been built to continuously monitor, provide feedback, take corrective action, and learn, will help understand whether and how service delivery has been built to be sustained.

As the GPs and CCSAs are developing their strategies to tackle development challenges, IEG's findings on whether and how service delivery has been sustainable can have a transformational impact on Bank operations. Most GPs which involve service delivery such as health, education, social protection, transport, water, energy, Social, Urban, Rural, (and Resilience), agriculture, etc. are likely to be involved in the proposed topic most directly.

Gap Analysis

Support to service delivery to the poor is, directly or indirectly, at the heart of most of the WBG's business. IEG has carried out a few evaluations that address specific services, e.g. transport, electricity access, financial services. These have to varying degrees assessed targeting of the poor and financial sustainability, but have not been able to assess sustained outcomes. A number of services such as water and sanitation, nutrition, and urban services have not been assessed recently. IEG has previously not considered 'the science of sustained delivery' with a cross-sectoral perspective, has not addressed the role of citizen engagement and social accountability in ensuring successful service delivery to the poor, and has not assessed service delivery with a social inclusion or environmental sustainability lens.

3. Environmental Sustainability

Overview

Growth and poverty reduction requires sustainable management of natural resources, and mitigation of environmental externalities. Sustainable environmental management is both difficult, and critical for poor people because of well-known problems of collective action. In many cases, natural capital is over-exploited, with non-sustainable growth patterns. It is difficult for those affected – poor, diffuse, and without effective voice – to organize for more efficient and equitable resource management. So the poor are disproportionately affected.

Climate change is a prominent example. But others include:

- air pollution, which kills over 3 million people annually, mostly in the developing world
- unsustainable exploitation of groundwater, imperiling the livelihoods of hundreds of millions
- overexploitation and destruction of fisheries
- rural and urban flooding due to deforestation, loss of wetlands, urban paving and poor drainage
- land degradation from overgrazing

Promoting sustainable patterns of consumption and production and protecting and managing the natural resource base, including sustainable approaches to landscape management, water resources, energy efficiency, and climate change, are at the core of the twin goals. Natural resources and ecosystem services are fundamental to meeting basic needs (e.g. providing livelihoods, shelter, food and fresh water) and reducing income inequalities, both in rural and urban settings. They are also a key component of the inclusion and shared prosperity agenda, particularly regarding traditionally marginalized and disempowered communities, such as women, children and indigenous communities. Natural resource degradation or contention also contributes to violent conflicts in many IDA and IBRD countries.

Signaling the centrality of this issue, more than one third of the 16 SDGs make direct reference to actions that would improve the sustainability of the environment and natural resource base.

Examples of these goals include:

- Ensure availability and sustainable management of water [and sanitation] for all (Goal 6)
- Ensure access to affordable, reliable, sustainable and modern energy for all (Goal 7)
- Ensure sustainable consumption and production patterns (Goal 12)
- Take urgent action to combat climate change and its impacts (Goal 13)
- Conserve and sustainably use the oceans, seas, and marine resources for sustainable development (Goal 14)
- Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss (Goal 15).

While each country has primary responsibility for the management of its own natural resource base, because of the global common nature of much of this base, global partnership and therefore global mobilization of financing from a variety of sources are demanded in order to promote environment and natural capital sustainability. In sum, delivering evaluation evidence in this area is not only of high priority for domestic and global policy making but urgent and indispensable for eradicating extreme poverty and improving the lives of the bottom 40 percent of the population.

Potential Impact

While climate change has risen in attention over recent years, less attention has been paid to some of the other urgent environmental issues. Making this issue a focal point for IEG will help galvanize the profile of environmental sustainability issues, including their key role in addressing the twin goals.

Gap Analysis

While IEG has extensively evaluated climate change, and has done an evaluation of forestry issues, there has been no comprehensive evaluation of environmental issues since 2008, and environmental issues have had limited treatment in sectoral evaluations. The issues mentioned above – air pollution, water basin management, fisheries, urban environmental management – are ripe for examination.

Annex 3: Gap Analysis of Recent IEG Evaluations

Recent IEG Evaluations by Sector (FY10-15)

Sector	% of WB Portfolio (at end FY14)	Evaluations
Agriculture and Rural Development	7.5	Global Food Crisis Response (FY13)
		Managing Forest Resources for Sustainable Development (FY13)
		Impact Evaluations in Agriculture (FY11)
		Growth and Productivity in Agriculture and Agribusiness (FY11)
		GPR: Forest Carbon Partnership (FY12)
		GPR: International Assessment of Agricultural Knowledge, Science, and Technology for Development (FY10)
Education	8.5	World Bank Support to Education Since 2001 (FY11)
Energy and Mining	16.4	Electricity Access (FY15)
		Clustered CPE on Resource Rich Countries (FY15)
		Challenge of Low-Carbon Dev.: Climate Change and WBG - Phase II (FY10) Climate Change and WBG: Win-Win Energy Policy Reforms - Phase I (FY09) GPR: EITI (FY11)
Finance	4.9	Inclusive Financing (FY15)
		WBG Response to the Global Economic Crisis - Phase II (FY12)
		WBG Response to the Global Economic Crisis - Phase I (FY10)
Health and Other Social Services	8.2	Health Systems Financing (FY14)
		Social Safety Nets and Gender Equality (FY14)
		Maternal and Child Health Care Systematic Review (FY13)
		What Can We Learn from Nutrition Impact Evaluations? (FY10)
		Social Safety Nets (FY11)
		Improving Effectiveness and Outcomes for the Poor in Health, Nutrition and Population (FY09)
		GPR: GAVI (FY14)
		GPR: The Global Fund to Fight AIDs, Tuberculosis and Malaria (FY12)
Industry and Trade	4.4	Support to SMEs (FY14)
		Public-Private Partnerships (FY14)
		Investment Climate Reform (FY14)
		Trade Finance (FY13)
		Innovation, Entrepreneurship, and Competitiveness (FY13)
		Support to SMEs (FY13)
ICT	0.9	Capturing Technology for Development (FY11)
Public Administration, Law, and Justice	21.6	World Bank Country-Level Engagement on Governance and Anticorruption (FY11)
		World Bank Engagement at the State Level (FY10)
		Improving Municipal Management for Cities to Succeed (FY10)
Transportation	17.0	Improving Capability and Financial Viability to Sustain Transport (FY13)
Water, Sanitation, and Flood Protection	10.6	GPR: Global Water Partnership (FY10)

Recent IEG Evaluations by Theme (FY10-15)

Theme	% of WB Portfolio (at end FY14)	Evaluations
Economic Management	2.3	Clustered CPE on Resource Rich Countries (FY15)
		WBG Response to the Global Economic Crisis - Phase II (FY12)
		WBG Response to the Global Economic Crisis - Phase I (FY10)
Environment and Natural Resources Management	9.5	Adapting to Climate Change: Assessing WBG Experience - Phase III (FY13)
		Managing Forest Resources for Sustainable Development (FY13)
		The Challenge of Low-Carbon Dev.: Climate Change and WBG - Phase II (FY10)
		GPR: GEF (FY14)
		GPR: Forest Carbon Partnership Facility (FY13)
Financial and Private Sector Development	19.7	Inclusive Finance (FY15)
		Support to SMEs (FY14)
		Investment Climate Reform (FY14)
		Public-Private Partnerships (FY14)
		Innovation, Entrepreneurship, and Competitiveness (FY13)
		Assessing IFC's Poverty Focus and Results (FY11)
		GPR: EITI (FY11)
		Earnings and Growth and Employment Creation in 3 MICs (FY11)
MIGA Financial Guarantees (FY11)		
Human Development	12.7	Early Childhood Development (FY15)
		Health Systems Financing (FY14)
		Maternal and Child Health Care IE Review (FY13)
		World Bank Support to Education Since 2001 (FY11)
		What Can We Learn from Nutrition Impact Evaluations? (FY10)
		GPR: GAVI (FY14)
		GPR: The Global Fund to Fight AIDs, Tuberculosis and Malaria (FY12)
GPR: Stop TB Partnership (FY10)		
Public Sector Governance	12.9	World Bank Country-Level Engagement on Governance and Anticorruption (FY11)
		World Bank Engagement at the State Level (FY10)
Rule of Law	0.7	
Rural Development	15.8	Global Food Crisis Response (FY13)
		Impact Evaluations in Agriculture (FY11)
		Growth and Productivity in Agriculture and Agribusiness (FY11)
Social Development, Gender, and Inclusion	2.6	Social Safety Nets and Gender Equality (FY14)
		Social Safety Nets (FY11)
		Analyzing the Effects of Policy Reforms on the Poor (FY10)
Social Prot. and Risk Management	8.8	Poverty Focus of Country Programs (FY15)
		Youth Employment Programs (FY12)
		Social Safety Nets (FY11)
Trade and Integration	4.0	Trade Finance (FY13)
		WB Involvement in Global and Regional Partnership Programs (FY11)
Urban Dev.	11.0	Improving Municipal Management for Cities to Succeed (FY10)

Annex 4: Proposed Work Program for FY16-18

Work Program by Business Line

Business Line	FY15 Actual	FY16	FY17	FY18
1. Major Evaluations				
Thematic and Sector Evaluations	1. Ending Poverty 2. Financial Inclusion 3. Electricity Access 4. Early Child Development	1. Tertiary Education 2. Capital Market Development 3. Jobs and Competitiveness	1. Shared Prosperity in Country Programs 2. Rural Non-Farm Economy 3. Water Supply and Sanitation 4. Urban Transport Services 5. Environmental Management of Air and Water Resources	1. Public Finance for Investment and Jobs 2. Corporate Sustainability and Development 3. Informal Sector and Development 4. Sustainable Cities 5. Scaling Up Nutrition 6. Carbon Finance
Corporate and Process Evaluations	5. Learning and Results in WB Operations – Phase 2	4. Process Evaluation of SCD and CPF 5. Review of P4R 6. Assessment of WBG’s Self-Evaluation Systems	6. Data and Knowledge for Development 7. IFC Client Engagement Model	7. Process Evaluation of GP/CCSAs 8. Engaging Citizens
Country-Focused Evaluations	6. Clustered CPE on Resource-Rich Countries (<i>4 country reports plus synthesis report</i>)	7. Fragile Situations in Non-FCS Countries 8. Clustered CPE on Small States (<i>4 country reports plus synthesis report</i>)	8. Clustered CPE on Dynamic MICs	9. Clustered CPE - TBD
Results and Performance Report	7. RAP 2014: Achieving the MDGs	9. RAP 2015: Gender Equality	9. RAP 2016: Managing for Results	10. RAP 2017: Working in Partnership
2. Other Evaluation Products				
PPARs	World Bank: 43 IFC: 7	World Bank: 50 IFC: 8	World Bank: 55 IFC: 8	World Bank: 60 IFC: 8
Systematic Reviews and Impact Evaluations	Electricity Access		<i>[TBD in prior year]</i>	<i>[TBD in prior year]</i>

Business Line	FY15 Actual	FY16	FY17	FY18
Learning Products	Opportunities and Challenges from Working in Partnerships (LP I) Bank-IFC Cooperation at the Country Strategy Level (LP I) Selectivity in Country Strategies (LP I) Results Frameworks in Country Strategies (LP I) Additional Financing Instrument (LP I) Housing Finance (LP I) Renewable Energy (LP I) Microfinance in Africa (LP I) Manufacturing (LP I) IFC Additionality (LP I) DPO: Environment and Social Risk Management (LP II) DPO: Public Expenditure (LP I) DPO: Macro Fiscal Framework (LP I) DPO: Results Framework and Conditionality (LP I)	Maximizing Development Impact in IDA (LP II) Lessons from Joint WBG Projects (LP I) WBG Transformational Engagements (LP II) Domestic Resource Mobilization in WBG Instruments (LP I) Mobilizing Private Capital for Development (LP I) Financial Viability of Infrastructure Delivery (LP I) Gender Impacts of CDD (LP I) Land Administration (LP I) Fisheries (LP I) DPO: Political Economy Analysis (LP II) DPO: Poverty and Social Impact Analysis (LP II) DPO: Environment Sector (LP II)	<i>[TBD in prior year, in consultation with Management]</i>	<i>[TBD in prior year, in consultation with Management]</i>
3. Validation Products				
Country Strategy Completion Report Validations	13 <i>(estimate)</i>	22 expected	<i>[TBD in prior year, based on expected CAS/CPF delivery]</i>	<i>[TBD in prior year, based on expected CAS/CPF delivery]</i>
Project Completion Report Validations	IFC XPSR: 88 <i>(estimate)</i> MIGA PER: 19 <i>(estimate)</i> WB ICRR: 350 <i>(estimate)</i>	IFC XPSR: 40% coverage (103 projects expected) MIGA PER: (25 expected) WB ICRR: 100% coverage (340 projects expected)	<i>[TBD in prior year, based on expected project closure]</i>	<i>[TBD in prior year, based on actual project closure]</i>
AAA/AS Completion Report Validations	IFC PCR: 83 <i>(estimate)</i>	IFC PCR: 51% coverage (102 projects expected)	<i>[TBD in prior year, based on expected project closure]</i>	<i>[TBD in prior year, based on actual project closure]</i>

Annex 4: Proposed Work Program for FY15-17

Major Evaluations and Learning Products by Objectives

Objective 1: What Works – Deepening evidence about the results of WBG program and activities – and their effectiveness for accelerating growth, inclusiveness, and sustainability – to contribute to the achievement of WBG’s interim target of 9% poverty and progress on shared prosperity by 2020				
Results Area	FY15 Actual	FY16	FY17	FY18
Major sector and thematic evaluations and learning products				
➤ Inclusive Growth	<ul style="list-style-type: none"> - Ending Poverty - <i>Housing Finance</i> - <i>Renewable Energy</i> - <i>Manufacturing</i> 	<ul style="list-style-type: none"> - Capital Market Development - Jobs and Competitiveness - Tertiary Education - <i>Domestic Resource Mobilization</i> - <i>Mobilizing Private Capital</i> - <i>DPO: Poverty and Social Impact Analysis</i> 	<ul style="list-style-type: none"> - Shared Prosperity in Country Programs - Rural Non Farm Economy 	<ul style="list-style-type: none"> - Public Finance for Investment and Jobs - Corporate Sustainability and Development - Informal Sector and Development
➤ Service Delivery for the Poor	<ul style="list-style-type: none"> - Electricity Access - Financial Inclusion - Early Childhood Development - <i>Electricity Access Systematic Review</i> - <i>Microfinance in Africa</i> 	<ul style="list-style-type: none"> - <i>Gender Impacts of CDD</i> - <i>Financial Viability of Infrastructure Delivery</i> 	<ul style="list-style-type: none"> - Water Supply and Sanitation - Urban Transport Services 	<ul style="list-style-type: none"> - Scaling Up Nutrition - <i>Effectiveness of Service Delivery Models</i>
➤ Environmental Sustainability		<ul style="list-style-type: none"> - <i>Land Administration</i> - <i>Fisberies</i> - <i>DPO: Environment Sector</i> 	<ul style="list-style-type: none"> - Environmental Management of Air and Water Resource 	<ul style="list-style-type: none"> - Sustainable Cities - Carbon Finance
Country evaluations	<ul style="list-style-type: none"> - CCPE on Resource Rich Countries 	<ul style="list-style-type: none"> - Fragile Situations in Non-FCS Countries - CCPE on Small States 	<ul style="list-style-type: none"> - CCPE on Dynamic MICs 	<ul style="list-style-type: none"> - CCPE – to be determined
Corporate performance data	<ul style="list-style-type: none"> - RAP 2014: Achieving the MDGs 	<ul style="list-style-type: none"> - RAP 2015: Gender Equality - <i>Maximizing Impact in IDA</i> 	<ul style="list-style-type: none"> - RAP 2016: Managing for Results 	<ul style="list-style-type: none"> - RAP 2017: Working in Partnership

[Note: Deliverables in italics are learning products]

Objective 2: Real-Time Learning – Generating evidence to assess the early implementation experience of the WBG Strategy to enable mid-course corrections, and promote a stronger internal culture for results, accountability, and learning				
Results Area	FY15 Actual	FY16	FY17	FY18
<i>Helping Clients Tackle the Most Important Development Challenges</i>				
Evaluations of country and client engagement		- SCD/CPF Process Evaluation	- IFC Client Engagement Model	
Country-level learning products	- <i>Bank-IFC Cooperation at Country Strategies</i> - <i>Selectivity in Country Strategies</i> - <i>Results Frameworks in Country Strategies</i>		[TBD in prior year, in consultation with Management]	[TBD in prior year, in consultation with Management]
<i>Becoming a Solutions Bank</i>				
Evaluations of lending and knowledge services and instruments	- Learning and Results Phase 2	- Review of P4R	- Data and Knowledge for Development - RAP Chapter on Managing for Results	- Process Evaluation of GP/CCSAs
Appraisals of self-evaluation and risk management systems		- Assessment of WBG Self-Evaluation Systems		
Operational learning products	- <i>Review of DPOs</i> - <i>IFC Additionality</i> - <i>Additional Financing Instrument</i>	- <i>DPO: Political Economy Analysis</i> - <i>Transformational Engagements</i> - <i>Lessons from WBG Joint Projects</i>	[TBD in prior year, in consultation with Management]	[TBD in prior year, in consultation with Management]
<i>Working in Partnership</i>				
Evaluation of partnerships				- Engaging Citizens - RAP Chapter on Working in Partnership
Learning products on partnerships	- <i>Working in Partnerships</i>		[TBD in prior year, in consultation with Management]	[TBD in prior year, in consultation with Management]

[Note: Deliverables in italics are learning and knowledge sharing products]