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# EXECUTIVE SUMMARY

Building on its strong foundation and the reforms undertaken since 2019, IEG will deliver an FY23-25 work program aligned with the strategic priorities of the World Bank Group. These assessments will support the Board in understanding the development effectiveness contributions of WBG policies, programs, and activities and support WBG Management and Staff in learning from past efforts to inform future directions.

In view of the extraordinary circumstance in which the WBG is currently operating, IEG will rebalance its work program to provide evidence to inform both the short-term and longer-term agendas, while aligning with the Board's and Management's absorptive capacity. Given the current context of multiple, compounding crises, IEG will deliver evaluations to inform ongoing crises response and rebuilding efforts, and maintain a focus on the long-term development agenda, with continued increased attention to country-level outcomes. Furthermore, IEG will retain flexibility in its work program to respond to evolving priorities with shorter assessments that draw on existing evidence to surface relevant insights.

IEG will continue its internal reforms agenda to drive even higher quality, timeliness, and value in its work. These reforms span IEG's work on project-level validation and evaluation, country evaluations, thematic evaluations, use of technology, staffing, and outreach and engagement.

IEG's budget request for FY23 is \$39.6 million, representing a small decrease in real terms for efficiency savings (0.4%) compared to FY22 and a net nominal increase of 5 percent for price factor. Over the past few years, IEG has been able to deliver more within a flat budget through efficiency gains and prudent budget management. However, the demands for more IEG evaluative work have been increasing in recent years. External and Budget reviews of IEG are expected to be completed in FY23. IEG will consult with CODE on the outcomes of those reviews to determine what future budget needs may be.

# 1. IEG's STRATEGIC DIRECTION

The World Bank Group is preparing a new roadmap to address the global impacts of the war in Ukraine, while maintaining its previous focus on the concurrent crises facing developing countries. The roadmap will combine the Ukraine crisis response with ongoing work to help clients address widespread and increasing fragility and conflict, the impacts of the unresolved COVID-19 pandemic, and the many effects of climate change.

These multiple, compounding, and evolving crises are major challenges to Green, Resilient and Inclusive Development, and threaten to set back progress toward the World Bank Group (WBG) goals of ending extreme poverty and increasing shared prosperity.

IEG has aligned its work program with the WBG crises response agenda while continuing its work on longer-term strategic priorities, including providing evidence to support the Board in executing its accountability role. As the WBG focuses on addressing immediate needs, along with building resilience for long-term, sustainable development, IEG has positioned itself to provide relevant evaluations to inform these diverse efforts. With the COVID-19 pandemic, and the food and fuel crises putting the most vulnerable at greatest risk, IEG will continue to focus on differentiated impacts and identifying lessons for how best to address them. The interlinked issues of growth, debt transparency and sustainability, and fiscal management remain prominent features of IEG's work program framework.

The IEG work program framework provides a structured approach to plan and track work to inform ongoing strategic priorities. As the WBG advances on the increased climate ambitions expressed in CCAP and shifts to more closely integrate development and climate work, including through CCDRs, IEG will contribute through assessments of the WBG contribution to development outcomes in the evaluations in IEG's Climate Change and Environmental Sustainability work stream. IEG has also planned work to generate evidence on IDA20 Policy Commitments. The strategic priorities defined in the Capital Increase, including the pillars of the Forward Look, are also well represented in IEG's work program. IEG's balanced focus across country types enables insights on the pillar of serving all clients. A stream of work is planned to assess efforts in both the public and private sectors to maximize finance for development and expand the use of private sector solutions, including work to create markets. IEG will continue to deliver assessments on global public goods issues on which the WBG aims to lead, such as climate change. IEG has planned a multi-step approach to evaluate the WBG Strategic Framework on Knowledge and other institutional initiatives to improve the business model.

At the same time, IEG continues to reform its own operations to drive even higher quality, timeliness, and value.

## 2. PROPOSED FY23-25 WORK PROGRAM

The IEG work program is built on the foundation of its strategic framework aligned with WBG strategic priorities, with choices guided by a selection framework whose criteria include coverage of the WBG strategic priorities and portfolio, and IEG's comparative advantage.

### A. IEG's Strategic Framework

#### A. IEG's Strategic Framework

Since FY20, IEG has structured its work program within a strategic framework encompassing key strategic priorities of the World Bank Group (See Figure 1). The six work streams and three cross cutting themes are well aligned with the priorities defined in the IBRD and IFC capital increase package commitments, the Forward Look, IDA themes, and IFC 3.0. In FY23, IEG will reevaluate the framework to adjust it to the evolving context.

#### B. Selection Framework

Throughout its work, IEG maintains a focus on the country level, in line with the WBG's outcome orientation in countries. This country focus allows IEG to provide evidence on WBG contributions to country outcomes and lessons of high relevance to WBG country teams and clients.

### B. Selection Framework

#### C. Proposed FY23-25 Evaluations

IEG's proposed work program pays special attention to today's pressing development issues and builds on the selection framework used in previous years (Figure 2). With the large demand for evaluations and the goal of limiting the number of evaluations to be delivered per year, selections of evaluation topics are also made based on the level of urgency and timeliness to feed into institutional strategies, mid-term reviews, global events, etc. From the large universe of development issues, IEG narrows its focus in a series of steps taking into consideration factors such as WBG strategic priorities, alignment with IEG's mandate, and Board and Management interest and absorptive capacity.

#### D. Shorter Assessments

#### E. Microproducts

IEG plans its work program in close consultation with Group Internal Audit (GIA) to ensure the complementarity of the respective work programs in line with each entity's distinct mandate. GIA and IEG coordinate topics and timing to address key counterpart's absorptive capacity.

Figure 1: IEG Work Streams and Cross Cutting Themes

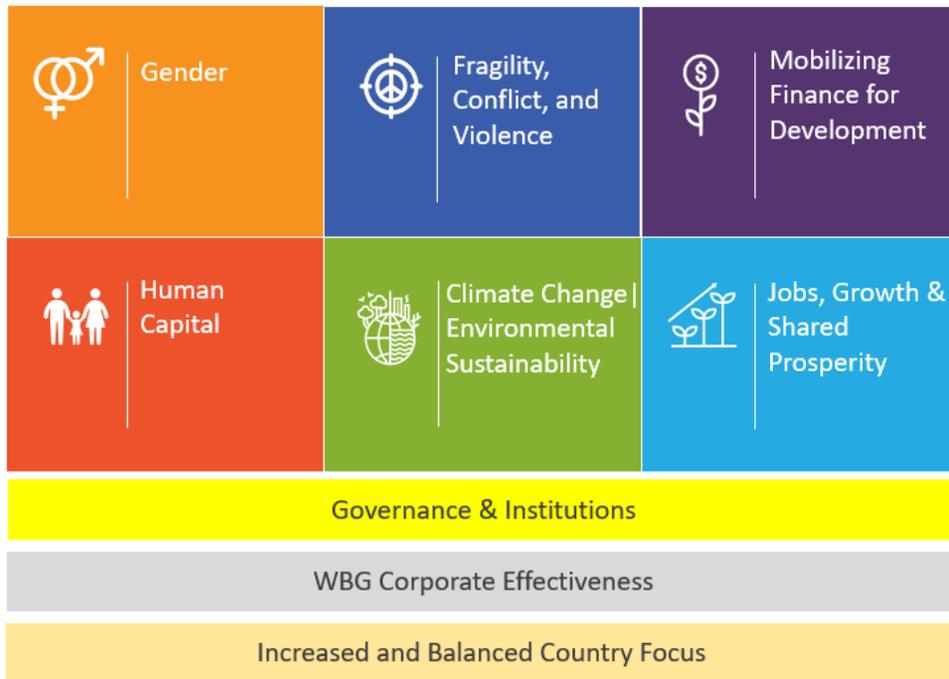
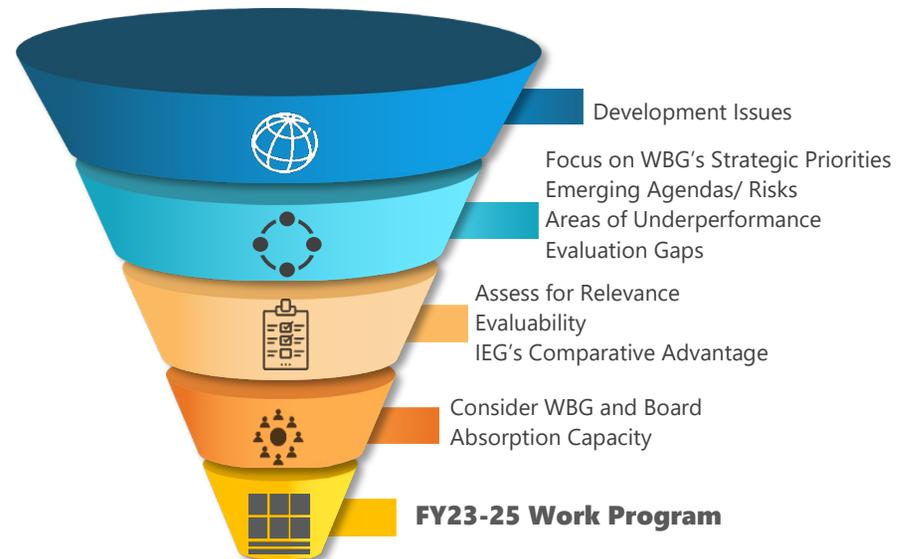


Figure 2: IEG Selection Drivers



### C. Proposed FY23-25 Evaluations

The proposed evaluations for FY23-25 are outlined in Table 1. The identification, selection, and proposed timeframe of the evaluations in the table have been discussed in detail with IEG's main stakeholders, including CODE, WBG management, and IEG staff. Appendix A includes further details on each of the topics proposed in FY23 and FY24 including their strategic relevance, the learning needs that they aim to address, and the potential scope.

Thematic evaluations remain an important part of IEG's work program. For thematic evaluations, IEG teams collect new evidence; evaluate evidence from past WBG operations; undertake deep analytical work from multiple angles of inquiry, including assessing WBG contributions to country outcomes; and when appropriate make strategic recommendations to enhance WBG development effectiveness.

In these uncertain, fast-changing times, IEG recognizes it must also quickly surface more lessons to inform situations that require swift WBG action. Rapid analytical work based on existing evidence can identify insights useful to these actions. IEG has provided such quick assessments, from

substantial syntheses to just-in-time notes. These shorter assessments have informed the WBG COVID-19 Crisis Response, the advanced IDA20 replenishment deliberations, and other more focused initiatives, for example on improving educational quality and learning outcomes in Sub-Saharan Africa. In addition, IEG evidence was referenced in the proposed WBG roadmap for responding to the global impacts of the crisis in Ukraine. In FY23, IEG has maintained space in its work program to deliver more such assessments.

In view of the extraordinary circumstance in which the WBG is currently operating, IEG is rebalancing its work program to provide evidence to inform both short-term and longer-term agenda, while matching the Board's and Management's absorptive capacity. In FY23, IEG commits to deliver a total of 6 thematic evaluations, plus the Results and Performance Report (RAP), and 3 Country Program Evaluations (CPEs). This number of evaluations allows IEG to deliver more shorter assessments, retain flexibility, and optimize its responsiveness to requests from the Board and WBG management for just-in-time evidence on emerging priorities throughout the fiscal year. During FY23, in discussion with CODE and consultation with WBG Management, IEG will assess whether an adjusted target number of thematic evaluations per fiscal year will be appropriate for the medium term.

With the high levels of global debt, including many IDA countries in or at risk of debt distress, the WBG has made addressing debt sustainability and transparency a priority. IEG has delivered or planned a steady stream of evaluations on debt-related issues: World Bank Support for Public Financial and Debt Management in IDA-Eligible Countries (FY21), early-stage assessment of IDA's Sustainable Development Finance Policy (FY22), Domestic Revenue Mobilization (FY22), Public Institutions Transparency and Accountability (FY23), The World Bank Role in and Use of the Low-Income Countries Debt Sustainability Framework (FY23), and World Bank Procurement Framework for IPF (FY24).

Aligned with the World Bank Group GRID Framework, IEG has planned evaluations addressing green, resilient, and inclusive development. Green evaluation topics planned of high interest to the Board and operational management include Energy Efficiency (FY22) and Private Sector Participation in Climate Action (FY23), which will look at both mitigation and adaptation efforts. Evaluations of Disaster Risk Reduction (FY22), Blue Economy (FY24), Development of Agri-Food Economies (FY22), and Health Systems Development and Crisis Preparedness (FY25) will provide insights on resilience. While inclusion analyses figure prominently in many evaluations, three recent and planned evaluations have a particular focus on inclusion: Gender Equality in FCVs (FY22), Financial Inclusion (FY23), and Universal Digital Inclusion and Use (FY23).

With the WBG focus on growth, including strengthening business enabling environments, IEG has recently delivered and planned evaluations that address growth and its enablers, including Development Effectiveness of the Use of Doing Business Indicators (FY22), World Bank Group's Early Response in Addressing the Economic Implications of COVID-19 (FY22), and WBG Support to Jobs (FY24).

Protecting and investing in people remains a critical part of the WBG work to end poverty, and IEG's recent and upcoming evaluations related to supporting human capital include Early Evaluation of the World Bank's COVID-19 Response to Save Lives and Protect the Poor (FY22), Food security EIN (FY22), Confronting the Learning Crisis: Lessons from World Bank Support for Basic Education (FY23), and Adaptive Social Safety Nets (FY24).

An important part of IEG's work program delivers evaluations of the effectiveness of corporate strategies and programs. Planned in FY23 and FY24 are IFC Country Diagnostics & Strategies (FY23), Validation of WB and IFC Capital Packages (FY24), IFC Global Platforms (FY24), Knowledge Framework 1: Learning from Operations (FY24), Cascade (FY24), and WBG Gender Strategy (FY24).

Table 1: IEG Work Program FY23-25 with FY25+ long list

Plan By Fiscal Year	FY23 In Preparation	FY24 Proposal	FY25+	
			FY25 Proposal	FY25+ For Consideration
 Gender		Gender Strategy		
 Fragility, Conflict, and Violence			FCV Strategy	
 Climate Change & Environmental Sustainability	Private Sector Participation in Climate Action	Blue Economy	Green Energy Transition	CCAP Green Finance, incl. green bonds Biodiversity Climate Smart Agriculture
 Mobilizing Finance for Development		Cascade	Attracting FDI	Domestic Debt Market Development IFC Equity Approach IDA Private Sector Window
 Human Capital	Learning Crisis (incl. COVID)	Adaptive Social Protection	Health System Development & Crisis Preparedness	Digital Technology, Skills, Education, Jobs, and Lifelong Learning (IFC) 10 Commitments on Disability-inclusive Development Human Capital
 Jobs, Growth & Shared Prosperity	Financial Inclusion Universal Digital Inclusion and Usage	Jobs	Shared Prosperity in MICs	Project Migration Enhancing Market Competition Firm Support, & Restructuring in Crises

Note: See Appendix A for summaries of the strategic relevance, key challenges, and scope of FY23 and FY24 evaluations.

	FY23 In Preparation	FY24 Proposal	FY25+	
			FY25 Proposal	FY25+ For Consideration
WBG Corporate Effectiveness	RAP 2022 and MAR Validation	RAP 2023 and MAR Validation	Annual RAP and MAR Validation	
		Knowledge Framework 1: Learning from operations	PforR	COVID response: ex post evaluation, incl. WBG agility in times of crises Knowledge flows and collaboration 2.0
	IFC Country Diagnostics & Strategies  Low-Income Countries Debt Sustainability Framework	Capital Package- assessment based on WBG reporting  IFC Global Platforms WB Procurement Framework for IPF	ESF (incl. GBV action plan)  MPA AIMM and IMPACT	Managing Risks to Achieving WB Development Outcomes IFC Upstream, investment and advisory services strategic deployment IFC Asset Allocation Decision Framework, incl. portfolio approach Trust Fund Reform IFC/MIGA Sustainability Framework
Governance & Institutions		Public Institution Transparency & Accountability	GovTech Illicit Financial Flows	
CPEs	3	3	3	

Note: See Appendix A for summaries of the strategic relevance, key challenges, and scope of FY23 and FY24 evaluations.

## RAP 2022

This year's assessment of the Results and Performance of the World Bank Group (RAP2022) will focus on the country level and will cover both lending and ASA. The Bank Group's outcome orientation agenda emphasizes high-level outcomes, and, by focusing on the country level, the RAP2022 aligns with that agenda and responds to the interest of Bank Group Board Executive Directors for reporting on country-level performance. The RAP intends to answer evaluation questions on both country-program performance and project-portfolio performance.

### Country Program Evaluations (CPEs)

Country Program Evaluations (CPEs) assess the evolution of the Bank's support to a client country over a period of about 10 years, and the extent to which the Bank Group has adapted its support to changing circumstances, shocks, evolving country priorities, and learning from experience. In FY22, IEG adopted a new approach to CPEs to enhance the operational relevance and strengthen IEG's ability to draw meaningful lessons to inform future country engagements.

IEG will deliver approximately three CPEs per year for the next three fiscal years. IEG expects to deliver CPEs on Madagascar, Kyrgyz Republic, and Morocco in FY23. The pipeline for FY24 includes Papua New Guinea, Tanzania, and Ecuador. A proposed FY24 CPE on Burkina Faso has been replaced following recent events in the country.

### Selection of CPEs will be driven by

- 1 Timing, to ensure the CPE is completed sufficiently in advance to inform the next CPF
- 2 Balanced regional representation over time
- 3 Ensuring adequate coverage of FCV situations
- 4 Coverage of important corporate priorities and themes
- 5 IFC and MIGA presence
- 6 CMU interest
- 7 Balance of countries by level of income/development

## D. Shorter Assessments

Shorter assessments, such as evaluation insight notes and learning engagements, provide useful insights quickly and efficiently, leveraging IEG's existing evidence base.

### Evaluation Insight Notes

IEG launched its Evaluation Insight Notes (EIN) product line in FY22 (see more in Chapter 3). Ongoing EINs with planned completion in FY22 cover topics such as decarbonizing transport, transformational infrastructure, tax policy and administration, development policy operations' contribution to private sector development, and food security. Additional EINs to be delivered in early FY23 include countries with high fertility, support to ethnic minorities, monitoring and evaluation of human development, and institutional capacity development in sub-Saharan Africa.

In FY23 IEG will conduct 4 EIN on topics identified during work program consultations: citizen engagement, E&S Risk Management in DPOs, and enabling factors for private investments in FCV countries. In addition, to provide evidence to support the IDA20 mid-term review, IEG will update its early assessment of the IDA Private Sector Window, with an EIN to be delivered around October 2023. Other EINs may be started and delivered during the fiscal year as topics and needs emerge.

IEG will also use EINs to produce early analysis to inform upcoming evaluations. For example, the end-stage evaluation of the WBG’s FCV Strategy in FY25 will draw on evidence from the FY22 early-stage evaluation of IFC’s and MIGA’s Support for Private Investment in Fragile and Conflict-Affected Situations (FCS), and a potential series of EINs on topics such as the role of public policy action and regulatory reform in attracting private investment in FCS countries (to be scoped in FY23) and the FCV strategy pillar of Prevention or Remaining Engaged (FY24).

## Learning Engagements

In FY23, IEG will continue to deliver learning engagements (LE), an instrument which is highly valued by WBG operational managers and teams. LEs are collaborative initiatives between IEG and WBG staff designed to maximize learning from existing evidence on a well-defined operational issue. They allow for early course correction by identifying and filling knowledge gaps.

LEs are initiated throughout the year, based on demand; strategically important engagements may be planned to respond to specific requests from WBG Management and the Board. In FY22, IEG approved 4 LE proposals that were prepared jointly by IEG and WBG staff (see Appendix D) and finalized 7 LEs, including those started during FY21.

## E. Microproducts

IEG plans to continue delivering its validations based on existing coverage rates. Validations of WB, IFC, and MIGA self-evaluation reports will continue to be covered in the same rates as in previous years (see Table 2). Following recommendations of the microproduct review to increase the use value of PPARs, the pipeline will be determined based on a strategic sampling approach to ensure PPARs are anchored in thematic evaluation topics or lend themselves to a clustered approach to draw insights from a range of projects with certain commonalities. IEG will deliver one cluster PPAR focused on IFC and MIGA in FY23, covering four or five projects.

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

Product	FY22		FY23 (projection)	
	Coverage	Count	Coverage	Count
WB PPARs	14%	33	TBD	TBD
IFC/MIGA PPARs <sup>1</sup>	-	1	-	1
ICRRs	100%	240	100%	230
XPSRs	40%	88	40%	90
PCRs	>51%	70	>51%	80
PERs	100%	12	100%	12
CLRRs	100%	30	100%	18

<sup>1</sup> For IFC/MIGA the count is for cluster PPARs

## 3. FY22 ADVANCES

In FY22, IEG continued its reform agenda to increase the quality, timeliness, and efficiency of its work. Its focus on outcome orientation has expanded to products beyond thematic evaluations. Other FY22 improvements span use of technology, evaluation methodology, internal operations, and knowledge management

### A. Strengthened Outcome Orientation

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B. IEG Outreach, Communication, and Uptake

C. Digital Infrastructure Improvements

D. Data Science Scale Up

E. Reforms with OPCS

F. Micro Product Reform

G. Continued Optimization of the Management Action Record

H. Responsible Evaluation Practices

I. Knowledge Action Plan

J. External Review of IEG

IEG contributes to the overall WBG outcome orientation (OO) agenda by making outcome orientation a key priority in its own work and engaging with WBG efforts to operationalize its outcome orientation. Several IEG thematic evaluations have included analysis at the country-outcome level. The Disaster Risk Reduction (FY22) evaluation assessed impacts beyond projects and effectiveness beyond ratings, looking at what it takes to achieve transformative effects in countries. The IFC Additionality in MICs (FY22) evaluation takes the country-level perspective as its primary focus and seeks evidence of IFC's added value on country and market-level outcomes, including through advisory work. The 2020 and 2021 Results and Performance of the WBG (RAP) reports have taken different approaches toward assessing higher level outcomes, with the upcoming RAP2022 undertaking a deep dive assessment of CLRRs to focus on the country-level reporting.

IEG has enhanced approaches to some products to increase outcome orientation. The CLRR template was refined to improve the focus on outcomes and on lessons. CPEs shifted from rating performance to focusing on identifying WBG contributions to addressing major country-level binding constraints. IEG's Methods Team is developing approaches to support outcome-orientation, including process tracing methodology to capture the impact of advisory and analytics on country reform trajectories; curating development partners' data to better understand the comparative advantage of the WBG in countries; and supporting portfolio review and analysis that is more outcome oriented. In the Management Action Record (MAR), IEG has continued to work closely with management to make reporting on progress implementing IEG recommendations more focused on outcomes.

In addition, throughout the year, IEG has engaged with various parts of the WBG—including some Regions, Cross Cutting Solution Areas, and Partnership teams—to share information on approaches for monitoring, evaluation, and learning with increased outcome orientation.

## B. IEG Outreach, Communications, and Uptake

In FY22, IEG remained focused on tailored outreach strategies. This involved targeted engagement with key stakeholders, leveraging the audiences convened by key internal and external events, and timing the publication of communications products to resonate with global events and issues. Examples of this approach included informal briefings on the Private Capital Mobilization evaluation arranged to inform broader discussions at the FY22 Annual Meetings and COP26 on the role of private capital mobilization in financing both the pandemic recovery and climate action.

The Tokyo N4G summit presented the opportunity for IEG to host a related event on the findings of the Child Undernutrition evaluation; the event featured a range of global experts and Meera Shekar, Bank Global Lead for nutrition. The event achieved diverse geographical participation, which was encouraged by promoting the event in French and providing simultaneous translation of discussions. Targeted briefings on the evaluation were also arranged for specific regions, Country Management Units and Global Practices, and a key diagnostic tool developed for the report was translated into French for dissemination among a broader range of stakeholders in client countries.

Ahead of the 2022 Fragility Forum, IEG prepared a 5-part blog series and a podcast focused on the evaluation of World Bank engagement in

situations of conflict and other relevant findings from evaluations of public and financial debt management and natural resources management. Within the discussions around fragility catalyzed by the Forum, the series reinforced the messages delivered by IEG staff, including the Director General, at the various panels they participated in. As a sign of the demand for IEG insight, following her appearance at one of the opening panels, the Director General was invited to participate in the closing plenary.

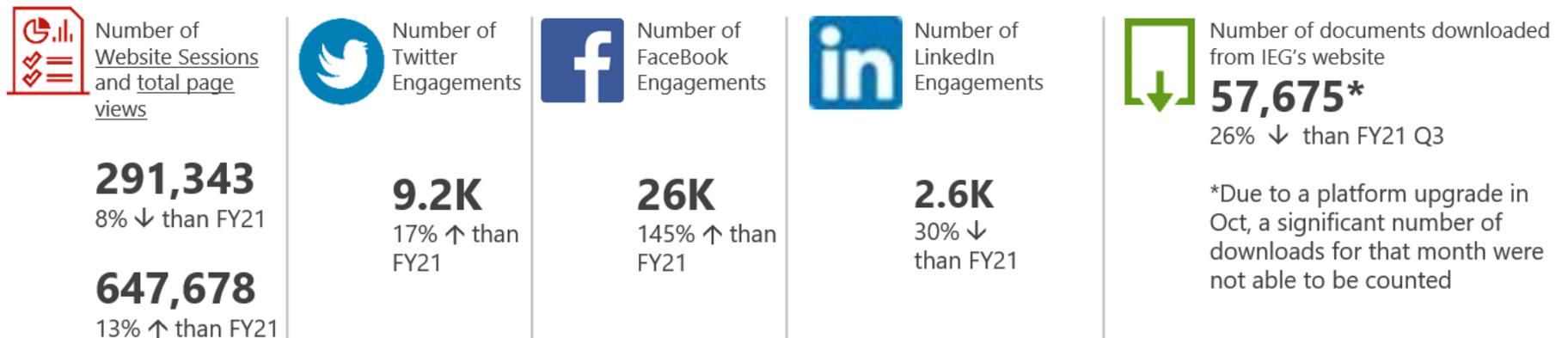
Lessons from IEG evaluations informed decisions on the World Bank Group's response to the Ukraine crisis, much as lessons informed the Covid response, and IEG expertise was in demand during FY22. The proposed World Bank Group [roadmap](#) for responding to the global impacts of the Ukraine crisis included an annex detailing the IEG lessons that had and will continue to inform planning. Lessons taken came from a broad range of evaluations, from those on the response to the 2007 food price crisis and the 2008 global and financial crisis to more recent lessons from the portfolio of evaluations focused on interrelated macroeconomic and macro-financial issues. Members of the team for the evaluation of World Bank Engagement in Situations of Conflict were invited to speak to both the Iraq and Sudan country teams as part of their FCV Core Course, and to participate in the Libya Country Workshop to scope the new country engagement strategy.

In FY21 and early FY22, IEG delivered six evaluations to support the IDA20 replenishment deliberations. The evaluations provided IDA deputies with lessons from the past through evaluations on IDA Private Sector Window (PSW), IDA Sustainable Development Finance Policy, IFC and MIGA private investments in FCS countries, WB Engagement in Situations of Conflict, Fiscal and Financial Sector Vulnerabilities, and Undernutrition. DFI expressed great appreciation for the value of these evaluations in the IDA20 discussions, noting that IEG’s evaluations provided insights for shaping the policy and financing package, and reflections on future collaboration on IEG’s inputs to the IDA20 mid-term review.

IEG launched a new communications product in FY22, the podcast What Have We Learned? and continued to innovate to introduce new audiences to IEG evaluative insights and drive traffic to the IEG web site. The IEG podcast provides a platform for more extended and informal discussions on the role and impact of evaluation, to engage new and existing audiences. The first season in FY22 included eight episodes with both internal and external guests and focused on subjects ranging from measuring results in global development, lessons from previous debt crises and the use of new technologies in monitoring and evaluation. The number of listeners per episode has varied from a high of just over 1,000 to a low of around 400. The podcast has generated internal and external interest, including from OPCS, ED offices, and the African Development Bank. At the conclusion of the first season, IEG will pause to review statistics and feedback, and use the analysis to design a new FY23 season.

In FY22 IEG leveraged its web functionality to link messages directly to key sections of reports, such as findings and recommendations. For example, each section of the [Up Front](#) story on the RAP 2021 linked to the corresponding section in the report. As the images below show, IEG also began to translate more content, such as a blog in French on the findings of the Undernutrition evaluation, to reach new audiences, used short animations for more engaging social media content and audiograms to promote individual podcast episodes.

Figure 3: External Website and Social Media Engagement



New standards and practices were adopted to promote accessibility and inclusion. Along with improved analytics, there has been an ongoing effort to align with the World Bank Group's accessibility principles, and ensure all content reflects IEG's commitment to diversity and inclusion. The IEG style guide was updated in FY22 to add a new chapter that articulates the accessibility and inclusion principles and the steps needed to implement them. The new chapter will be complemented by a series of job aids with specific guidance on issues ranging from conscious image choice, to represent diversity and avoid stereotypes, and the creation of 'alternative text tags' that help people with visual impairments understand graphics and visual content.

The Annual Stakeholder Survey was adjusted to gather feedback on specific IEG products. While keeping the survey streamlined and focused on key questions of relevance, timeliness, and utility, two questions were adapted to allow respondents to identify and provide feedback on the IEG instruments they engage with.

The overall results of the 2022 survey indicated that IEG is perceived to be aligned with World Bank Group strategic priorities by external, World Bank Group Board and staff respondents. This was matched by high levels of satisfaction with the quality of IEG work across all respondents, with Board respondents the most satisfied. The declining trend for staff perceptions of the value of IEG work for the design of projects continued. A number of comments from staff called for better feedback loops between evaluations and operations and easier access to lessons from ICRRs. The revamped data page, with its searchable archive of lessons from PPARs and ICRRs, will address some of these demands. An [In Focus](#) series was published on the intranet to promote the new features of the data page, and more promotion will be planned in view of the comments received in this year's stakeholder survey.

### C. Digital Infrastructure Improvements

In FY22, IEG made substantial progress in improving its data infrastructure. Working with ITS, IEG migrated its WB data to a cloud-based data and reporting environment (branded IEG's cloud Data Mart). This migration includes adding all ICRR ratings and text data, PPAR lessons, and CLRR data and providing a mechanism for IEG evaluation teams to access basic data more easily for the RAP, CPEs, and thematic evaluations. These data-infrastructure improvements will better ensure data consistency and increase the efficiency of evaluation work.

IEG also improved external access to its data through a [revamped data page](#) on its external website. The new page provides easy access to ICRR and PPAR lessons along with WB project ratings and CLRR ratings data.

IEG continued to align its data practices to WBG standards and mainstream technology innovations. In FY22, IEG published new data privacy guidance notes, prepared to align with the Personal Data Privacy Request and Redress policy, and established the IEG Data Steering Committee to shore up its own data governance structure and set priorities for the next steps in the data strategy implementation. As part of its effort to mainstream innovations, a code-sharing platform was launched for data scientists and other staff to share models across IEG. On the IFC side, IEG developed internal automation practices to consolidate data from XPSRs and PCRs through integrating algorithms with MS Office applications.

## D. Data Science Scale Up

IEG recognizes the significant potential for data science to enhance the efficiency of the evaluation process, to improve the validity of findings and expand the breadth of evaluative evidence. Applying data science techniques and methodologies is crucial to leverage various forms of data (structured/unstructured) and methods to extract meaningful insights, and to make useful inferences and predictions. IEG fosters innovation in data science application in a five-step process of applying, reviewing, and learning from its experiences of data science techniques and methodologies.

In FY22, IEG significantly strengthened its data science staffing and expanded the application of data science in its evaluations. The strengthened workforce includes two full-time data scientists, a methods specialist ETC, and an increased number of analysts with basic to intermediary skills in data science applications and use. FY22 also saw significant increase in the application of data science techniques in IEG's evaluative work across products. In FY23, IEG will continue to enhance data science literacy among its staff through targeted trainings.

## E. Reforms with OPCS

IEG has collaborated with OPCS and Global Practices (GPs) to develop new guidance and methodologies for the evaluation and validation of projects. IEG's contributions to new approaches that are either agreed or under discussion include:



As part of the Development Policy Financing (DPF) self-evaluation reform, IEG and OPCS have agreed on a new approach to the DPF completion report validation methodology. The new approach focuses the assessment and validation on the prior actions contained in the operation, more clearly linking actions to outcomes through a better articulated results chain. The focus on these and other aspects of DPF design and implementation will facilitate more concrete articulation of operationally relevant lessons.



IEG staff worked with OPCS and FCV GP to jointly develop additional guidance for preparing project self-evaluations and validations in FCV environments. The guidance aims to encourage realism in objective setting, as well as adaptability to FCV dynamics, situations of low institutional capacity, and high levels of risk and uncertainty. The guidance note is a response to a commitment made in the FCV Strategy and IDA19 to adapt evaluation frameworks to FCV circumstances.



With the increased prevalence of conflict-induced disruptions in WBG projects, IEG reviewed its approach to project performance assessment in these situations. Working together, IEG and OPCS have reached an interim agreement on how to prepare completion reports of the Afghanistan project portfolio (which will be closed) and the validation of such reports. In addition, IEG is preparing a more comprehensive plan to adjust methodologies to fit countries affected by substantial disruption. Any new approach will be formalized jointly with OPCS. IEG is also engaged with IFC counterparts to discuss appropriate adjustments for IFC investment and advisory completion reporting and validation, and discussing adjustments with MIGA for the guarantee projects.

## F. Micro Product Reform

IEG introduced several improvements in response to the FY21 review of its microproducts. First, data management has been prioritized to better use ICRR data as the basis for key engagements with both operational teams and the Board (see above for details on improvements to IEG's Data Infrastructure). Second, a reform to Project Performance Assessment Reports (PPARs) has instituted a cluster model that seeks to focus project-level evaluations on an intractable issue or operational challenge and look for lessons across several similar projects. The emphasis of the reports is now focused on specific issues and an overview paper will be prepared at the completion of the cluster to articulate the lessons identified by looking across the individual PPARs in the cluster.

In response to the microproduct review recommendation that IEG enhance the learning value from validation products, IEG now undertakes more syntheses of existing evidence. In FY22, IEG formalized the synthesis work it has done for several years into Evaluation Insight Notes (EINs). EINs are a flexible instrument, aimed at timely synthesis of existing knowledge generated by IEG over many years—from validation products, project evaluations, and thematic evaluations—to respond to current issues. IEG can use data science methods to facilitate deeper and wider evidence gathering for these products. Topics for EINs may surface through IEG's regular work program consultations, be requested by Management or the Board, or address a need identified by IEG.

The microproduct review also made recommendations related to IFC completion reporting and IEG validation. IEG and IFC Senior Management have begun consultations to agree on the main purpose of a microproduct reform/action plan, as it relates to XPSR alignment with AIMM. As a result of that consultation, IFC's management is doing an internal reflection on the value and their ownership of self-evaluation. While IFC agreed to drive that first reflection, followed by concrete actions, IFC and IEG will work closely together to agree on an overall action plan that addresses the recommendations of the micro product review.

## G. Continued Optimization of the Management Action Record

Following the first year of Management Action Record (MAR) reform implementation, IEG and WBG Management held a series of three virtual workshops that produced several agreements on how to continue to strengthen the MAR reform process. WBG management agreed to increase its focus on the quality of evidence provided to IEG to substantiate progress, including by providing quantitative data and trend analysis; and to host upstream MAR meetings, bringing together technical operational focal points, IEG evaluators, and OPCS counterparts to discuss expectations on evidence needed to validate progress.

## H. Responsible Evaluation Practices

Given the move to more remote evaluation and a commitment to continuously improve its working practices, in FY22 IEG established a process to refine its responsible evaluation approaches. A key milestone in this process was a VPU meeting that engaged staff in reflecting on how harm can be addressed in evaluation work. In addition, GEI experts and external authorities in the evaluation field were consulted through a panel discussion at the European Evaluation Society conference and in other fora, such as the Center for Culturally Responsive Evaluation Assessment. In FY23 IEG will continue to evolve its responsible evaluation practices by developing guidance and testing it with critical audiences such as partner organizations and peer evaluators.

## I. Knowledge Action Plan

In FY22, IEG developed a comprehensive Knowledge Action Plan, which will establish a cohesive, efficient, lifecycle process for capturing, curating, archiving, and sharing IEG's knowledge. The Plan was designed with inputs from several diagnostics conducted among IEG, staff including an Organizational Network Analysis survey, six Maturity Model workshops, a Culture workshop, and a Transformational Map workshop. As the plan is rolled out in FY23, IEG will be able to increase its reach and efficiency through better knowledge practices.

One element of IEG's increased attention to KM is IEG Records, the cloud-based repository launched in FY22. This tool will help ensure that institutional digital records are centrally accessible from anywhere and from any device. The platform provides centralized access both to IEG working files and archives, simplifying file and document management processes.

## J. External Review of IEG

IEG looks forward to the results of the external review commissioned by CODE in FY22. With IEG's commitment to continuously improve the quality, relevance, efficiency, and overall value of its work, it will plan further action based on the recommendations from that review.

## 4. POSITIONING IEG OPERATIONS FOR CURRENT CONTEXT

The prolonged COVID-19 pandemic has inspired IEG to rethink its assumptions about how to best deliver its work. IEG has maintained strong delivery and engagement throughout the evolving pandemic and related restrictions to access to HQ offices and travel. With the impending WBG transition to Tier 0, IEG has introduced adaptations to guide the workforce toward efficient hybrid operations. The leadership team has also begun deliberations on further changes needed for a future-ready, greener mode of work.

IEG is approaching its 50-year anniversary, as calculated from the 1973 formation of the World Bank Operations Evaluation Department. This milestone presents an opportunity to look backward to guide the way forward. IEG is undertaking a series of initiatives, including researching archival information and convening reflection events, to document its evolution and identify lessons for the future.

This work has already inspired changes, such as IEG's commitment to increasing the environmental sustainability of its work.

### A. Addressing Environmental Sustainability

#### A. Addressing Environmental Sustainability

### B. Successful Transition to Hybrid Work

IEG has begun looking at enhancing environmental sustainability in its own operations and in the focus of its evaluative work.

### C. Enhancing Diversity and Inclusion

IEG has committed to deliver its work in a more environmentally sustainable manner and is preparing a process to reconsider standard business practices to identify possible greener solution. For almost two years, IEG organized very few missions yet was able to deliver strong evaluations with conclusions substantiated by multiple data sources. The increased use of techniques for remote data collection has proven that good evidence can be collected with less travel.

### D. Adapting the Monitoring, Evaluation, and Learning Plan

With the WBG travel restrictions lifting, IEG committed not to return to its pre-pandemic levels of travel. A review of IEG's past travel patterns (FY17-20) identified potential efficiencies for mission team composition and coordination. However, close engagement with clients and beneficiary groups remains an important part of evaluative work. Therefore, in FY22, IEG developed a travel policy to guide decisions on post-pandemic mission travel. The policy requires missions to be justified as an evaluation methodology at the approach-paper stage and encourages strategic use of alternatives to travel, including collaborating with local experts and other virtual alternatives to field missions.

In its evaluation work, IEG is investing in approaches and methodologies that tackle sustainability issues across the work program. Early considerations are being undertaken on when it may be appropriate to include an environmental sustainability lens to evaluations of interventions not focused on environment. Better Evaluation, an important element of the Global Evaluation Initiative (GEI), is undertaking a Footprint Evaluation Project, which is developing practical guidance on how to include climate change and environmental sustainability considerations in evaluations. This co-creation research project will seek to develop case studies on adding a sustainability lens to evaluations. In addition, appropriate methods and processes for doing footprint evaluations will be mapped. The results of this research will be available to evaluators inside and outside the World Bank Group as a global public good.

## B. Successful Transition to Hybrid Work

As the WBG main campus moved from mandatory home-based work to optional office presence, IEG proactively supported staff through the transitions. Actions taken included developing a monitoring mechanism of staff presence in the office to ensure occupancy does not exceed 50% during Tier 1; conference rooms prepared in accordance with health and safety guidelines; and 2 VPU clinics (attended by over 120 staff) delivered to inform staff of current protocols, provide practical advice for the first days in the office, and train staff on hybrid work tools and platforms. IEG also created a set of resources that combined the best practices for working in a hybrid environment and set up a dedicated internal webpage to host useful resources.

## C. Enhancing Diversity and Inclusion

In FY22, IEG facilitated a steady stream of activities and information to celebrate and advance diversity and inclusion. IEG's designated Diversity & Inclusion (D&I) coordinators launched a D&I Hub and shared resources and information throughout the year on topics such as reaching more diverse candidates with job postings; creating an inclusive workplace; and promoting cross-cultural understanding and empathy through staff stories, music, and recipes from around the world. IEG's publications team created guidelines based on best practices for accessibility and inclusion in writing and visual representation. (See Chapter 4 for more details.) The leadership team attended a curated unconscious bias workshop designed for managers, and IEG's Learning Days included D&I offerings.

## D. Adapting the Monitoring, Evaluation, and Learning Plan

IEG's Monitoring, Evaluation, and Learning (MEL) plan (see Appendix E) is an adaptive tool to monitor and report on IEG's key performance indicators aligned with the theory of change and the WBG Evaluation Framework. The MEL plan consists of three tiers: Strategic Results, Outputs, and Performance, with a range of indicators for each tier.

IEG reviews this plan annually to adjust based on learning from the year. In FY22 IEG has adjusted the part of the plan that covers evaluation capacity development (ECD). IEG's ECD work is carried out through the Global Evaluation Initiative (GEI) multi-donor partnership. (See Chapter 5.) GEI has developed its own comprehensive monitoring and evaluation (M&E) framework for its results measurement purposes, and the ECD-related indicators in IEG's MEL plan comprise a subset of GEI's M&E framework.

# 5. EVALUATION CAPACITY DEVELOPMENT THROUGH THE GLOBAL EVALUATION INITIATIVE

## GEI in Numbers

Between October 2020 and March 2022  
(from GEI Annual Report)



Supported efforts to strengthen monitoring and evaluation systems and capacities in 41 developing countries, with deeper engagement in 24 priority countries (established partnerships with government institutions and other partners)



People trained including representatives of governments (elected and civil servants), civil society organizations, young and emerging evaluators (YEE), and VOPEs



Conducted M&E systems diagnostics in 21 countries, in partnership with local stakeholders



Trainings provided with global, regional, national, or institutional reach



Countries where GEI has provided institution-specific trainings (42 institutions)



Scholarships awarded



Knowledge products created, including research studies, policy briefs, learning notes, blog posts, and podcasts



Knowledge events created, with 8.9k participants

IEG has concentrated its evaluation capacity development work in the Global Evaluation Initiative (GEI), which expanded in FY22 to include over 35 organizations across the world. These partners bring experience and expertise to deliver on the shared vision for GEI. Partners worked together to catalyze collaboration to strengthen national M&E systems, reinvigorated M&E reform agendas, and incubate new solutions and tools for strengthening national M&E systems. They have also facilitated knowledge transfer on M&E across geographic and cultural boundaries, especially focusing on South-South exchange and how to adapt global lessons to local contexts.

GEI prioritizes its work in countries where its value add is the greatest, and where a strong demand for strengthening of M&E systems is observed. Of its 24 priority countries<sup>2</sup>, two are FCV countries, five are low-income countries, and seven are small states. 13 priority countries are in Africa. In addition to countries with underdeveloped M&E systems, GEI leverages practical knowledge from other priority countries with successful experiences of M&E systems strengthening, such as India and Colombia, to identify and share good practices globally.

Within its 4 interrelated business lines (BL), GEI offers a comprehensive menu of tools for M&E systems strengthening, M&E capacity development activities, knowledge products and platforms. During FY22, GEI made significant progress across its program, laying a strong foundation for scaling up its work in the coming years.

## **BL1** Supporting Evidence-Based Decision-Making in Developing Countries

GEI developed the [Monitoring and Evaluation Systems Analysis \(MESA\) Diagnostic Tool](#) in FY22 to assist governments in assessing the current capacity of their national M&E ecosystem, identify gaps and inform capacity-development strategies. GEI also funded an M&E landscape study of 22 countries in the MENA region and held a consultative workshop with the Islamic Development Bank, World Food Programme, UNDP, and École Nationale d'Administration Publique (ENAP) to discuss a coordinated strategic approach for MENA.

In addition, to enable country-level portfolio analysis and identification of synergies across institutions and activities, GEI has mapped all ECD activities conducted by its partners in each country. Information from this exercise was combined into [an interactive data visualization dashboard available online](#) and will be integrated into the upcoming GEI Knowledge Platform.

## **BL2** Strengthening the Capacities of Policymakers, Evaluators, and Other M&E Professionals

In FY22, the GEI partners collaborated on a shared vision around—and program activities for—meeting the global demand for M&E training and professional development. GEI partners also provided innovative training to key M&E stakeholders, with a focus on expanding the reach of existing programs and supporting the creation of new ones – see Box 1.

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<sup>2</sup> GEI's priority countries are: Bangladesh, Brazil, Cape Verde, Colombia, Congo (Rep of), Côte d'Ivoire, Dominica, Gabon, India, Indonesia, Jamaica, Lesotho, Liberia, Madagascar, Malawi, Mozambique, Pakistan, St. Lucia, São Tomé e Príncipe, Solomon Islands, Tanzania, Togo, Uganda, and Zambia.

## BL3-4 Generating and Sharing M&E Knowledge

GEI partners captured innovative M&E knowledge and practical on-the-ground experience and shared it globally and locally, particularly focusing on South-South exchange. To position GEI as the foremost source for local and global M&E knowledge, GEI acquired the [Better Evaluation Platform](#)<sup>3</sup> and initiated the design of its Knowledge Platform. GEI focused on building awareness on the importance of monitoring, evaluation and evidence use among key audiences through knowledge products, conferences, social media, and online platforms.

The GEI Global Team is currently developing a public Knowledge Platform that will provide resources and guidance on how to develop, enhance and operate country M&E systems, along with a snapshot analysis of the state of national M&E systems in countries that are a priority to the network. The Platform will also serve as a virtual convening space encouraging stakeholders to learn, exchange best practices, and collaborate on knowledge gaps. The analytics from the Platform will help GEI track indicators on how target audiences are interacting with GEI knowledge products.

The GEI multi-donor trust fund provides funding for 8 implementing partners, program management, and administration<sup>4</sup>. Through March 2022, donors have generously contributed \$9.47 million to GEI, and have formally committed to a total of \$14.42 million to-date. As of March 31, 2022, the GEI MDTF had granted a total of over \$5 million to its 8 grant recipients.

Going forward, GEI will continue supporting on-the-ground improvements in national M&E systems, while ensuring that effective approaches are shared and can be adapted to other countries' contexts. This will be done by deepening GEI's relationships with government partners, while strengthening the ties with organizations in new regions such as MENA and the Pacific. GEI will also integrate its cross-cutting areas of climate change; gender and inclusion; M&E in fragile, conflict and violent settings; and youth across the work of the GEI network, sharing best practices and leading on solutions.

GEI team members are engaging with WBG counterparts in OPCS, country offices, and Global Practices to undertake collaborations that will build client M&E capacity.

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<sup>3</sup> In 2021, GEI took ownership of the Better Evaluation online platform, which provides free access to information on more than 450 evaluation approaches, tasks, methods, and processes, with over 4,000 specific resources. Currently, the platform has 1.29 million annual users. The platform will continue to grow under GEI's ownership in support of GEI's strategic objectives.

<sup>4</sup> GEI TF grant recipients are: 6 Centers for Learning on Evaluation and Results (CLEAR), École nationale d'administration publique (ENAP), and the International Program on Development Evaluation Training (IPDET).

## Box 1 – Example of GEI programs developed and expanded in FY22

### TAQYEEM

GEI's partner ENAP launched TAQYEEM in September 2021. It is the first international level assessment training program offered in the Arabic language. TAQYEEM aims to train managers who will develop and influence the evaluation function and, in doing so, contribute to strengthening monitoring, evaluation and evidence use in their countries.

### IPDET

Becoming part of the GEI Network has allowed IPDET to tap into a roster of qualified instructors from across the GEI network, as well as expand its reach to stakeholders from more countries. IPDET's workshop series included topics such as digital analytics for M&E, national evaluation in public service, geo-enabling for monitoring and supervision, and theory-based causal analysis. Of the 225 participants, 59% were women. Eighty participants from lower- and middle-income countries received scholarships from GEI to attend the trainings.

### GEI LAUNCHPAD

The GEI Launchpad is a structured pre-incubation program for early-stage enterprises offering innovative M&E solutions and aims to help participating teams position themselves to access financing (e.g., seed funding from private investors, donor grants). It is being implemented over 12 weeks in 2022, and provides M&E entrepreneurs with business support, mentoring, data science expertise, cutting edge evaluation knowledge, and connections to a global network. The first cohort of the Launchpad includes 10 companies from 9 developing countries.

### VOPE LEADERSHIP BOOTCAMP

With funding from GEI, EvalPartners and the International Organization for Cooperation in Evaluation (IOCE) developed an online "VOPE Leadership Bootcamp" to strengthen the institutional capacities of Voluntary Organizations for Professional Evaluators (VOPEs). The 6-week intensive program was taught in English, Spanish and French during March/April 2022.

# 6. HUMAN RESOURCES & BUDGET

## A. Human Resources

### A. Human Resources

IEG has focused substantial attention to its staffing to drive toward the size and skills mix required to deliver on its business strategy. As discussed with CODE and the Budget Committee in last year’s work-program process, this transformation will require time and temporary growth in staff levels, while remaining within the fixed budget envelope. IEG has completed targeted recruitments to expand its capacity in key technical areas, for example by hiring two data scientists in IEG’s Methods Team since FY21. In addition, IEG has worked to increase the share of staff at junior grade levels – in FY22 28% of staff are at GE/GF level, compared to 21% in FY18. As of March 31, 2022, IEG has 109 full-time staff, with 13% at the GH-level (Figure 4) down from a FY18 high of 22%.

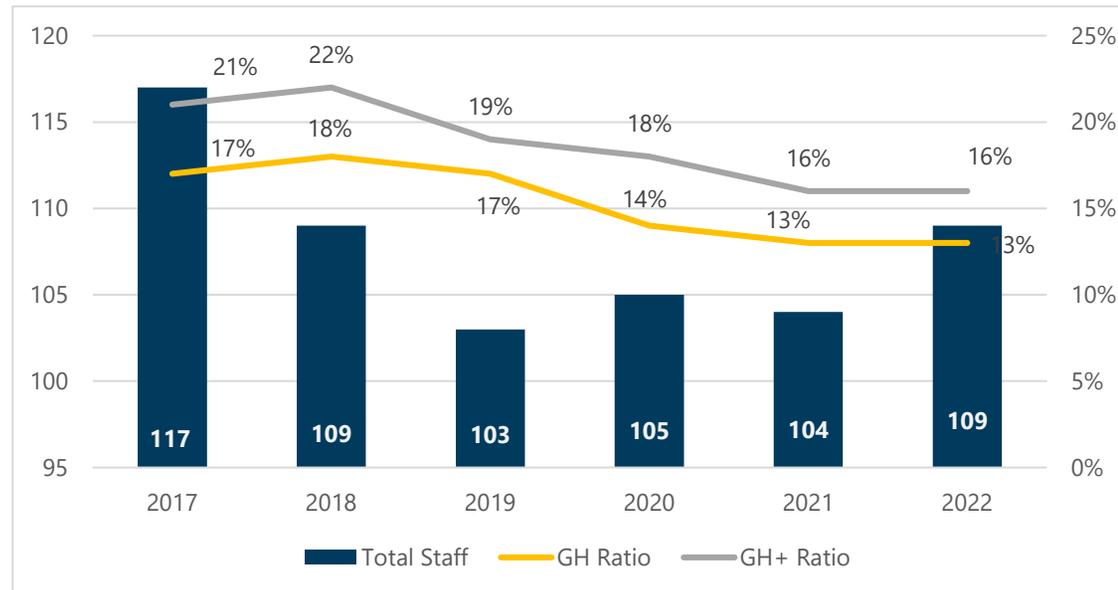
### B. Strategic Alignment of IEG’s Budget & Work Program

IEG continues its attention to gender balance and increased diversity in its work force. On the WBG Gender Balance Weighted Index, IEG’s GG+ technical staff is 100% gender balanced and women are slightly overrepresented in IEG’s managerial cadre. IEG’s overall gender balanced weighted index is 0.8, roughly the same as it has been over the past three years (Figure 5). IEG also aims to increase the diversity in its staff nationalities through enhanced recruitment efforts and attention to building a diverse ETC/STC pipeline (Figure 6).

### C. Spending Trends

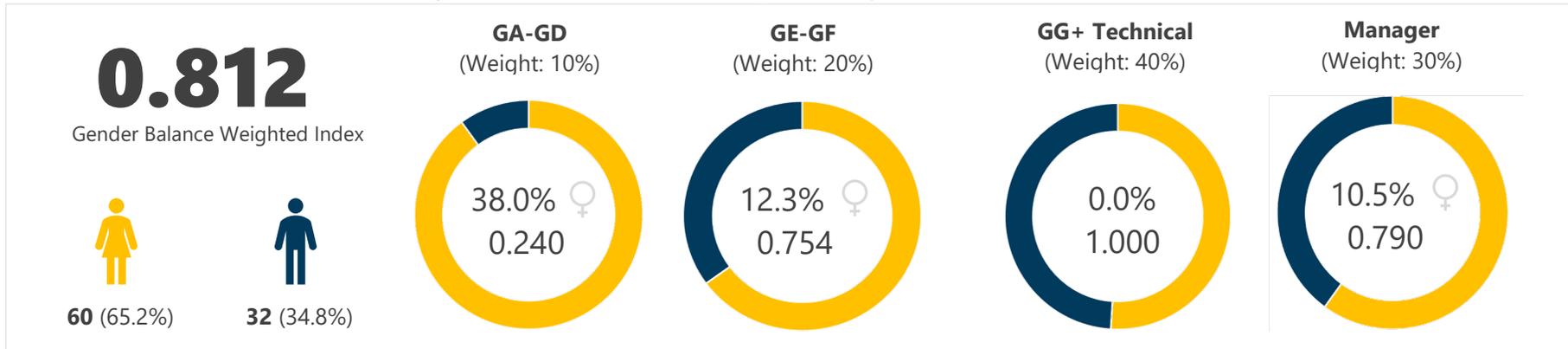
### D. Fiduciary Control

Figure 4: IEG Staff Numbers and GH+ Ratios: 2017-2022



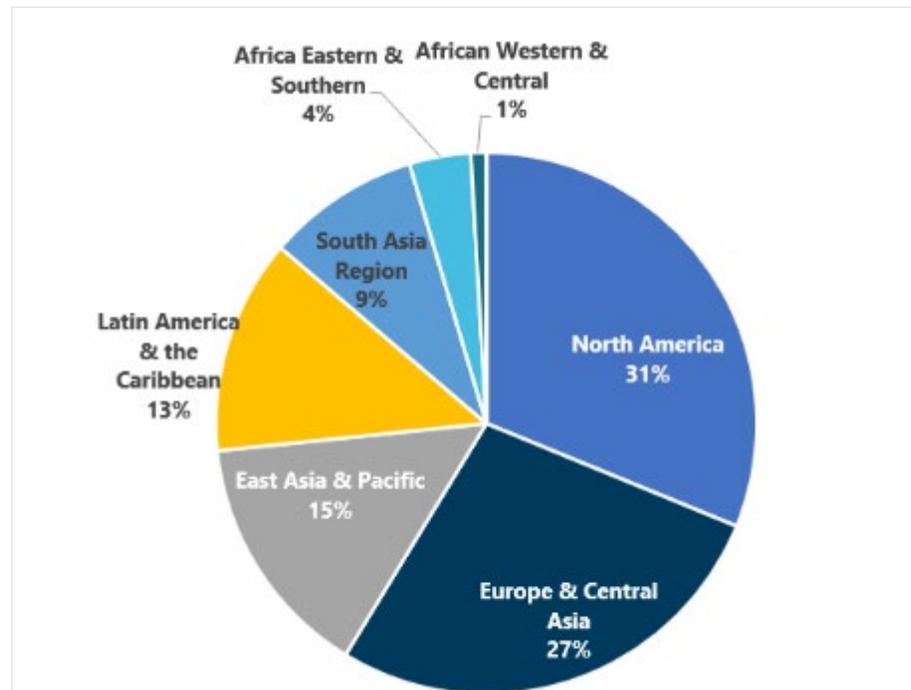
These numbers reflect the progress from efforts over the past 5 years, which include bi-annual leadership team reviews of strategic staffing, participation in WB talent mobility exercises, and proactive support to staff career management, including through identifying opportunities for developmental assignments and cross support.

Figure 5: IEG Staff Gender Composition by Grade Levels (March 2022)



Source: WBG Gender Data Dashboard (March 31, 2022), Active Staff Only (Excluding Special Appointments, AMC Direct Hires, and Consultants)

Figure 6: IEG Staff Nationality Grouping (March 2022)



## B. Strategic Alignment of IEG's Budget and Work Program

IEG proposes a flat budget in FY23. The work program aligns well with the proposed budget, with a plan to deliver priority thematic evaluations, validations, shorter assessments, and continued investment in evaluation capacity development. Given the extremely challenging environment in which the WBG is operating and the surge efforts to address the multiple, ongoing crises, IEG has taken care to prioritize a set of thematic evaluations in FY23 that will address strategically important topics and match the Board and Management's absorptive capacity. A slight reduction in the number of thematic evaluations will allow space for more shorter assessment to answer emerging requests from the Board and Management and to advance work on FY24 evaluations to position for even delivery of evaluations across the quarters.

IEG meets the current growing demand of its work program within a flat budget envelope by emphasizing providing value for money and deploying resources to align with its strategic framework. In recent years, IEG has realized efficiencies through prudent budget and resource management that have contributed to accomplishing a robust work program within reduced budgets.

IEG makes strategic use of consultants to deliver its work program. The pandemic has resulted in a marginal increase in the use of consultants, for example, by engaging more consultants based in countries to offset the impact of travel restrictions during the pandemic. In FY19, the proportion of IEG consultants' days paid HQ to Local was 95% to 5%, in FY22 this has shifted to 91% to 9%.

External and Budget reviews of IEG are expected to be completed in FY23. The outcomes of those reviews will allow a better determination of what future FY budget needs may be. As IEG has already increased its efficiency substantially over the past few years, meeting the demand to deliver more evaluative work would require hiring additional staff. After the reviews, IEG will engage with CODE to discuss scenarios for increased delivery, which may require increased budget.

For FY24 and FY25, IEG will reevaluate its budget needs. There have been increasing demands for IEG evaluation work. IEG will conduct studies of both feasibility and absorptive capacity to determine the extent to which it can deliver additional evaluative work while continuing to improve the quality and timeliness of its services.

### Budget Proposal

IEG's budget request for FY23 is \$39.6 million, representing a small decrease in real terms for efficiency savings (0.4%) compared to FY22 and a net nominal increase of 5 percent for price factor. With continuation of promised savings, IEG will have contributed over \$900K of savings between FY21-23; over \$600K (1.7 percent) of that savings are base budget adjustments (i.e., repeated year after year). These efficiency savings include both corporate requests as well as IEG's own initiated measures. In addition to the efficiency savings measures indicated above, IEG returned two percent of budget or \$750k in FY21 due to reduced travel and other expenditure savings resulting from the COVID-19 pandemic. A similar return is planned for FY22.

The percentage contribution shares of World Bank, IFC, and MIGA towards IEG’s budget remain unchanged from prior years. Since FY21, space and IT services provided by the WB are not included in the IEG’s budget request in accordance with practices for other units in the Bank. However, in-kind contributions from the WB (valued at \$1.8 million in FY21) for space and IT services are included in the percentage share contributions. A Budget Review is expected to be completed in FY23 at which time the composition of IEG’s budget and share of contributions by individual institutions will be reviewed. The savings generated and the return of budget is applied to all three institutions in proportion to their respective IEG budget shares.

Table 3: IEG Budget, WBG Institution Contributions (BB only), FY18-25

<i>(in nominal dollars)</i>	<b>FY18 Budget \$'m</b>	<b>FY19 Budget \$'m</b>	<b>FY20 Budget \$'m</b>	<b>FY21 * Budget \$'m</b>	<b>FY22 Plan \$'m</b>	<b>FY23 Proposed \$'m</b>	<b>FY24 ** Indicative \$'m</b>	<b>FY25 ** Indicative \$'m</b>
WB Contribution	29.2	29.5	30.2	28.6	29.0	30.5	31.2	31.8
IFC Contribution	7.1	7.8	7.9	8.0	8.1	8.5	8.7	8.8
MIGA Contribution	0.7	0.7	0.7	0.7	0.7	0.7	0.8	0.8
<b>Total IEG</b>	<b>36.9</b>	<b>37.9</b>	<b>38.7</b>	<b>37.3</b>	<b>37.8</b>	<b>39.6</b>	<b>40.6</b>	<b>41.4</b>
<i>* Total IEG Budget has not been adjusted for funds returned to WBG</i>								
<i>** Potential adjustments for FY24 and FY25 will be made based on outcome of external and budget reviews</i>								
<b>Contribution as % of IEG Funding (includes in-kind space contribution by IBRD)</b>								
WB	79%	78%	78%	78%	78%	78%	78%	78%
IFC	19%	20%	20%	20%	20%	20%	20%	20%
MIGA	2%	2%	2%	2%	2%	2%	2%	2%
Total	100%	100%	100%	100%	100%	100%	100%	100%
<i>Note: In addition to the budget contribution, IBRD provides IEG with in-kind space allocation estimated at about \$1.8M in FY21\$.</i>								

Table 4: Efficiency Savings: IEG Budget Planning FY21-23 (\$k)

<b>FY21</b>				
	Base Budget Adjustment			229.0
<b>Total Base Budget Adjustments in FY21</b>				<b>229.0</b>
<b>FY22</b>	One-time Adjustment	Travel	12%	162.4
		Food, Meeting, Supplies	20%	119.0
<i>Sub- Total One-time Adjustments in FY22</i>				<b>281.4</b>
	Base Budget Adjustment	Travel	6%	81.2
		Food, Meeting, Supplies	30%	178.5
<i>Sub- Total Base Budget Adjustments in FY22</i>				<b>259.7</b>
<b>Total Base Budget Adjustments in FY21</b>				<b>541.0</b>
<b>FY23</b>	Base Budget Adjustment	Travel	10%	135.3
<b>Total Base Budget Adjustments in FY23</b>				<b>135.3</b>
<b>Total Contribution Towards Efficiency Savings</b>				<b>905.34</b>
<b>FY21-22</b>	One-time budget of 2% or \$750K was returned in FY21 from travel savings due to pandemic; the same is anticipated in FY22			

### C. Spending Trends

Spending trends have shifted in the past two fiscal years to accommodate the functional changes imposed by the COVID-19 pandemic and to address a rebalanced portfolio of product delivery.

#### By Expense Category

Expenditure trends shifted significantly in FY21 and FY22. The primary factors contributing towards reduction of expenses include:



Centralization of fixed indirect expenses for Communication/IT and Equipment/Buildings into the WB, similar to other Bank units. Consequently, the budget was reduced in FY21 by \$1.8 million to account for space and IT expenses no longer posted to IEG.



Travel restrictions and remote working during the pandemic resulted in full savings of travel and hospitality/meeting, and office supplies expenses. While a portion of the savings have been offset to hire contingent staff in countries and support GEI in its initial set up phase, the remaining funds were returned to WBG for redeployment.

IEG expects travel and other expenses to increase in FY23-25, but even so, travel expenses are expected to remain lower than the level prior to the pandemic. Contractual services and payments to CLEAR Centers for the initial setting up of the Global Evaluation Initiative (GEI) in Brussels resulted in an increase in this category. This cost is expected to be reduced with closure of the CLEAR MDTF and resourcing through the GEI Trust Fund.

All other expenses, especially staff costs, have remained steady except for price. While IEG saw some staff movements, overall, there has been a strict discipline in hiring in accordance with the Strategic Staffing framework. IEG maintains a good fixed to variable cost ratio (72:28) to allow flexibility and fungibility in spending. Our bi-yearly Strategic Staffing exercise provides an excellent forum to review optimal staffing to deliver on the agreed work program.

Table 5: IEG Expenditure Trends by Expense Category (BB only) FY18-25

<i>(in nominal dollars)</i>	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
	Actuals	Actuals	Actuals	Actuals	Plan	Proposed	Indicative	Indicative
	\$'m							
<b>Fixed Costs</b>								
Staff Costs	24.9	24.8	24.8	25.6	26.1	27.3	28.1	28.5
Communications and IT	1.3	1.2	1.3	0.8	0.0	0.9	0.9	0.9
Equipment and Buildings	1.6	1.3	1.3	0.2	0.0	0.2	0.2	0.2
<b>Total Fixed Costs</b>	<b>27.8</b>	<b>27.3</b>	<b>27.4</b>	<b>26.7</b>	<b>26.1</b>	<b>28.4</b>	<b>29.2</b>	<b>29.6</b>
<b>Variable Costs</b>								
ETC/T	0.0	0.1	0.7	0.8	0.8	0.9	1.1	1.2
Consultants and Temps	7.1	6.8	6.5	6.8	6.9	7.0	7.1	7.2
Travel Costs	1.3	1.6	1.3	0.0	0.0	0.8	1.0	1.2
Contractual Services	0.8	1.2	1.5	2.2	2.0	2.0	1.8	1.8
Representation and Hospitality	0.0	0.0	0.0	0.0	0.0	0.2	0.2	0.2
Other Expenses	0.4	0.4	0.3	0.2	0.0	0.3	0.3	0.3
<b>Total Variable Costs</b>	<b>9.6</b>	<b>10.2</b>	<b>10.4</b>	<b>9.9</b>	<b>9.6</b>	<b>11.2</b>	<b>11.4</b>	<b>11.8</b>
<b>Total Expenses</b>	<b>37.4</b>	<b>37.5</b>	<b>37.9</b>	<b>36.6</b>	<b>35.7</b>	<b>39.6</b>	<b>40.6</b>	<b>41.4</b>

## By Product Line

IEG has consistently spent a substantial portion of its budget in delivering its work program. IEG was able to perform special evaluations with flat budget mostly due to efficiency measures in other areas. Over the last couple of years, IEG has shortened its evaluation cycle by strengthening internal processes, focusing on scope, and enhancing staff skills. All this has enabled more timely and impactful work. With careful attention to product unit costs, especially the thematic evaluation, IEG has reduced average unit cost.

Doing more with less has enabled IEG to deliver more timely, short synthesis notes relating to emerging priorities and invest in methodological innovation. In FY22, IEG delivered eight EINs, with six more ongoing. During the pandemic, uptake on Learning Engagements slowed, but this product will be deployed when it is deemed the best approach to address important operational questions.

Budget is adequately set for methods advisory function, which provides top-notch advice on evaluation design. The Methods team has also developed online-learning modules on Foundations of Evaluation Design, launched in FY22 for IEG staff and to be available to all WBG staff in FY23.

To do the above, IEG's leadership team has given priority to strengthening the skills of its workforce. IEG's Knowledge Management and Communication team provides an excellent platform for staff learning, and planning and budgeting for learning remains a high priority. IEG's sustaining and indirect costs have remained constant over the years except when space costs were centralized in FY21.

Table 6: IEG Summary of Uses as % of Spend Against Budget (BB only) FY18-25

	FY18 Actuals	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Plan	FY23 Proposed	FY24 Indicative	FY25 Indicative
Major evaluations	22%	22%	21%	20%	24%	21%	22%	23%
EINs (synthesis, JIIs, COVID)	1%	2%	2%	3%	2%	5%	5%	5%
RAPs	3%	2%	2%	2%	3%	3%	3%	3%
CPEs	4%	3%	4%	5%	5%	5%	5%	5%
<b>Major Work Program Sub-Total</b>	<b>30%</b>	<b>29%</b>	<b>29%</b>	<b>29%</b>	<b>34%</b>	<b>34%</b>	<b>35%</b>	<b>36%</b>
PPAR and Validation Tasks	20%	20%	20%	18%	15%	14%	14%	14%
Learning and Knowledge Services	8%	8%	8%	10%	9%	9%	9%	9%
Learning Engagements	3%	2%	2%	2%	1%	2%	2%	2%
ECD/GEI	3%	5%	5%	9%	9%	8%	7%	6%
Methods Advisory Function	2%	2%	3%	3%	3%	3%	3%	3%
Other Process Tasks	3%	3%	2%	2%	4%	4%	4%	4%
<b>Work Program Total</b>	<b>69%</b>	<b>69%</b>	<b>68%</b>	<b>73%</b>	<b>74%</b>	<b>74%</b>	<b>74%</b>	<b>74%</b>
Learning	4%	4%	4%	3%	3%	3%	3%	3%
Sustaining	20%	19%	19%	20%	21%	21%	21%	21%
Indirect Costs	8%	7%	7%	2%	2%	2%	2%	2%
<b>Total All</b>	<b>101%</b>	<b>99%</b>	<b>98%</b>	<b>97%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## D. Fiduciary Control

IEG's maintains a strong Control Framework and adheres with WBG rules. IEG continues to receive favorable ratings from Controller's Quality Assurance reviews on adherence to budget rules, procedures, and policies. In recent years, IEG's Resource Management Team together with the Knowledge and Communications Team have provided managers and Task Team Leaders with training to refresh their understanding of corporate requirements.

IEG continues to practice prudent management of its budget and monitor its costs. IEG's management receive monthly management reports and departmental dashboards. The quarterly business reviews provide a forum for discussing trends in budget utilization and progress in achieving work program goals, and to identify appropriate measures, if necessary, to achieve work program and budgetary objectives.

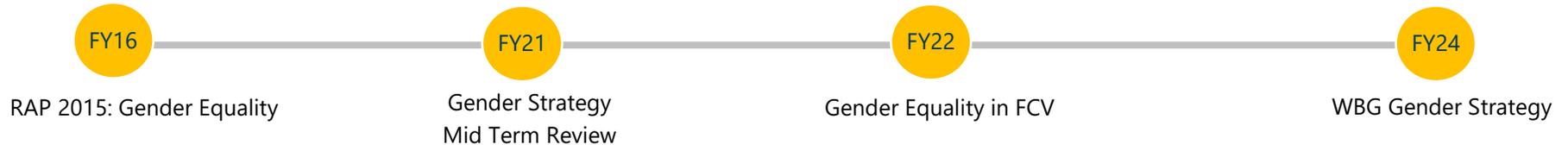
# Appendix A: Proposed Evaluations by Work Streams

## Gender

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

SDG goal #5:   
 Gender Equality  
 Forward Look & Capital Increase  
 Leading on Global Issues: Gender  
 IDA 20 Special Theme:  
 Gender  
 IFC 3.0 Cross-Sector Impacts:  
 Gender Equality

### Evaluations



### WBG Gender Strategy (FY24)

#### Strategic Relevance



As the WBG Gender Strategy (FY16-FY23) comes to a close IEG will provide an assessment of the results achieved, with attention to providing evidence to support the design and operationalization of the new Strategy.

#### Key Challenges



The IEG evaluation will follow and complement the [Mid-Term Review \(MTR\) of the WBG Gender Strategy](#), which IEG undertook and published in FY21. It will focus less on the processes, already analyzed by the MTR, and more on the outcomes achieved under the four pillars of the strategy: human endowments, jobs, asset control and ownership, and voice and agency. To be maximally useful to the design of a new strategy, the IEG evaluation will likely be structured modularly to generate blocks of evidence to share informally throughout the production of the evaluation.

#### Scope



WBG

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

SDG goal #16:

Peace, Justice and Strong Institutions

Forward Look & Capital Increase:

Serving all clients: FCV focus; IFC expansion in IDA and FCS

WBG FCV Strategy

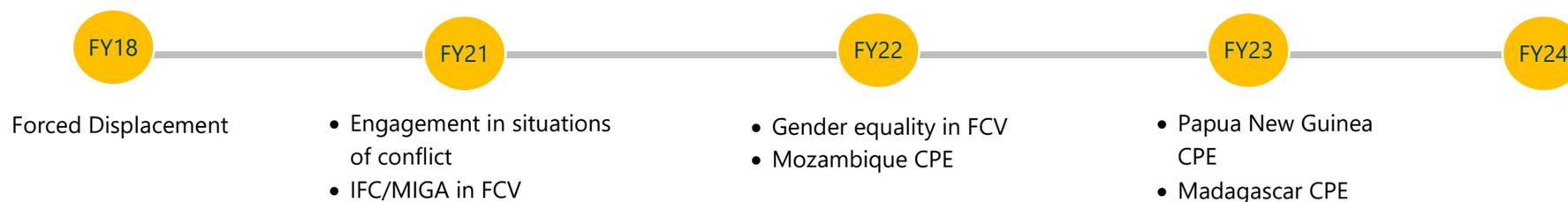
IDA 20 Special Theme:

Fragility, Conflict and Violence

IFC 3.0 and MIGA FY21-23

Increased focus on FCS

## Evaluations



### Mozambique, Madagascar, and Papua New Guinea Country Program Evaluations (CPEs) (FY22/23)

#### Strategic Relevance



In line with IDA's increasing prioritization of FCVs and the WBG's new FCV Strategy, IEG is systematically analyzing FCV issues in its CPEs for countries affected by fragility, conflict, and violence. This involves analyzing (i) the adequacy of the Bank's identification and analysis of drivers of fragility and conflict, associated risks, and factors of resilience; (ii) whether and how identified drivers and factors are systematically translated into WBG country strategies and assistance programs; (iii) the extent to which WBG engagements adapt in real time to dynamic FCV risks; and (iv) the WBG's performance in addressing fragility drivers, including by assisting with a country's transition out of fragility and mitigating the spillovers of FCVs.

#### Key Challenges



The CPEs aim to distill insights and draw lessons to inform the next Country Partnership Framework

#### Scope



WBG

# Climate Change & Environmental Sustainability

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

SDG goals #6,7,13,14,15:

Clean Water & Sanitation,  
Affordable & Clean Energy,  
Climate Action,  
Life Below Water, Life on Land



Forward Look & Capital Increase

Leading on Global Issues: Climate Change

IDA 20 Special Themes:

Climate Change

IFC 3.0:

Cross Sector Impacts: Climate Action

## Evaluations



Strategic Relevance

### Private Sector Participation in Climate Action (FY23)

Meeting the world's goals for averting and adapting to climate change will require transformational change, including massive investment by the private sector. Under its climate change action plan, the WBG has sought to catalyze private capital for climate action, including through helping to green the financial sector, and engaging in high opportunity sectors.

Key Challenges

The WBG can learn from experience in supporting solar power, wind power, climate smart agriculture, and other sectors as it seeks to build private sector engagement in emerging areas. The evaluation will have a learning objective and identify successful strategies where the WBG has catalyzed private sector participation and investment in support of the climate agenda.

Scope

WBG

### Blue Economy (FY24)

The Blue Economy is an emerging locus of WBG support on sustainable use of ocean resources for economic growth, improved livelihoods and jobs, and ocean ecosystem health. This supports corporate priorities on biodiversity conservation, small island states, and the achievement of SDG 14 (life below water).

IEG's evaluation will identify lessons from early experience as the World Bank expands its engagement on blue economy issues. It is likely to concentrate on work under four themes: (i) sustainable fisheries, (ii) marine pollution and plastic, (iii) oceanic sectors such as tourism, transport, and offshore renewable energy, and (iv) marine and coastal resource management.

WB

# Mobilizing Finance for Development

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

SDG goal #17:

Partnership for the Goals



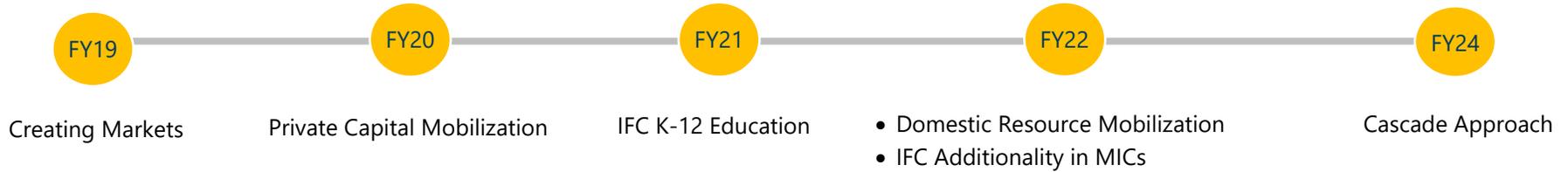
Forward Look & Capital Increase:

Mobilize Finance for Development

IFC 3.0:

Creating Markets, Mobilize Private Investors

## Evaluations



### Cascade Approach (FY24)

#### Strategic Relevance



Through its *Forward Look*, the World Bank Group has committed to the **Cascade approach**, that first seeks to mobilize commercial finance, enabled by upstream reforms where necessary to address market failures and other constraints to private sector investment at the country and sector level. Where risks remained high, the priority will be to apply guarantees and risk-sharing instruments. Only where market solutions are not possible through sector reform and risk mitigation would official development assistance and public resources be applied. Within the Cascade context, the World Bank Group has committed to prioritizing the **infrastructure** sector first and then committed to expand to financial sector, education, health, and agribusiness.

#### Key Challenges



This evaluation will review (a) the measures in place that incentivize the Cascade approach and (b) the outcomes achieved to date from the Cascade approach, at the country and sector level. Approaches at the country level may reveal differences in MICs and LIC/IDA cases. Staff incentives and structural issues can be reviewed in addition to project and portfolio reviews.

#### Scope



WBG

# Human Capital

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

SDG goals #: 2,3,4

Good Health,  
Quality Education, Zero Hunger



Forward Look & Capital Increase

Human Capital

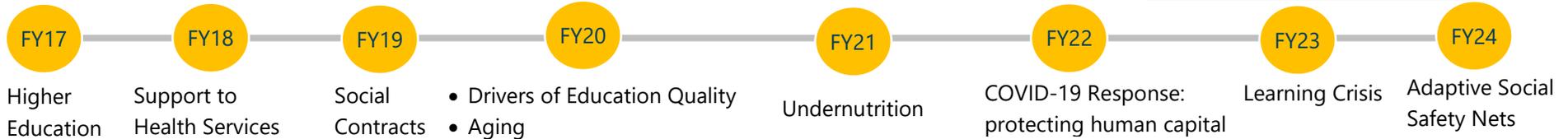
IDA 20 Special Theme:

Human Capital

IFC 3.0:

Sector Impacts- Health and Education

## Evaluations



### Learning Crisis (FY23)

Strategic Relevance



In 2017, 60 percent of children and adolescents were not achieving minimum proficiency levels in reading and mathematics. That is 617 million children, including more than 387 million children of primary school age. The children being failed by their education systems are predominantly those most in need of a good education to succeed in life, those already disadvantaged by poverty, location, ethnicity, gender, or disability. The cost to economic development associated with such poor outcomes from basic education alone has been estimated at \$129 billion per year, equivalent to 10 percent of global spending on primary education (UNESCO 2014). The World Bank estimates that the COVID-19 pandemic has exacerbated the “learning crisis” and finds that school closures could increase the learning poverty rate in low- and middle-income countries by 10 percentage points, putting 72 million more children of primary school age at risk of falling into learning poverty. Because education is fundamental to development, improving learning outcomes is essential to achieving the SDGs.

Key Challenges



The evaluation will assess the extent to which the World Bank’s Education Sector and Global Practice have supported efforts to improve learning outcomes in basic education over the past decade (FY2012–FY22). Based on that experience, the evaluation will assess the effectiveness, relevance, and adequacy of World Bank support to address the crisis in learning. It will identify lessons and recommendations to inform any future Education Sector Strategy and the further development of the World Bank’s approach to this persistent development challenge that has been exacerbated as a result of the COVID-19 pandemic.

Scope



WB

### Adaptive Social Safety Nets (FY24)

Social protection has been expanded across countries to support vulnerable groups, and learning on the success of these systems is key to help improve inclusion, gender equality, resilience against crisis, and build human capital.

The evaluation will look at the success of social protection systems in terms of reaching vulnerable groups, improving inclusion of services, flexibility in crisis, and graduating beneficiaries, and include an examination of fragile and conflict affected states.

WB

# Jobs, Growth, & Shared Prosperity

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

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

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

Forward Look & Capital Increase

Sustainable & Inclusive Growth

IDA 20 Special Themes:

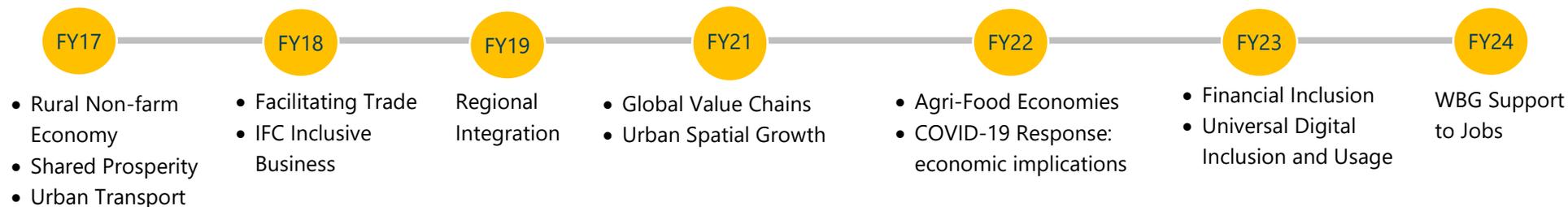
Jobs & Economic Transformation

IFC 3.0:

Cross Sector Impacts: Employment Creation & Economic Growth



## Evaluations



### Financial Inclusion (FY23)

#### Strategic Relevance



Financial inclusion is a key enabler to reducing poverty and boosting prosperity. Achieving financial inclusion is linked to the achievement of at least nine of the sustainable development goals.

### Universal Digital Inclusion and Usage (FY23)

Digital connectivity and usage can help deliver essential services, such as education and healthcare, and lead to uptake in economic growth. High levels of digital inclusion also offer increased opportunities for closing the gender gap and youth empowerment, as well as for community development and environmental sustainability. Digital inclusion and usage have become even more important during the COVID pandemic, when many, traditionally face-to-face, interactions need to be moved "online."

### WBG Support to Jobs (FY24)

World Bank Group support for jobs in client countries is wide ranging and multi-dimensional, making it a complex and challenging topic to evaluate. Complexity is further compounded by the significant number of jobs-related corporate commitments under various IDA replenishments.

#### Key Challenges



The evaluation aims to enhance learning from WBG experience in supporting client countries in their efforts to advance financial inclusion over the period of FY14–21. Four areas of special focus include the Universal Financial Access 2020 initiative; women's financial inclusion; digital financial services and inclusion; and impact of the COVID 19 pandemic

This evaluation will assess the Bank Group's work in digital connectivity, usage, and inclusion by focusing on outcomes on the ground and to distil lessons from the Bank Group's past and ongoing experience in these areas. It aims to understand the extent to which the Bank Group has helped achieve increased availability of digital infrastructure and connectivity in client countries. It will also shed light on whether the Bank Group has supported inclusive and affordable digital access. Finally, the evaluation aims to understand the extent to which the Bank Group has promoted demand side factors relating to digital accessibility, such as digital skills.

Despite the breadth of the jobs agenda, the evaluation will have a focused and well-defined scope: to assess the coherence of the Bank's support for the Jobs agenda, the adequacy of its analytical foundations, and clarity of the results chains linking jobs objectives and desired outcomes.

#### Scope



WBG

WBG

WBG



# Governance & Institutions

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

SDG goals #1, 16:

No Poverty, Peace and Justice



IDA 20 Cross-Cutting Theme:

Governance & Institutions



## Evaluations



### Public Institution Transparency & Accountability (FY24)

#### Strategic Relevance



The importance of good governance has been explicitly recognized by the World Bank for decades. Supporting client countries to build an open and accountable public sector that serves the needs of all citizens is a core underpinning of economic development. An accountable public sector is critical to good governance, and public sector accountability derives, to a significant degree, from the quality of public sector institutions.

#### Key Challenges



There are specific institutions within public sector that are explicitly tasked with establishing, preserving, and improving the integrity of the public sector through the promotion of government system-wide transparency and accountability. These institutions, which include entities mandated to combat corruption, the justice sector, and external audit functions, are at the forefront of efforts to build trust in government and preserve the rule of law. World Bank support for this set of institutions is the subject of this evaluation.

#### Scope



WB

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

SDG goals #17:

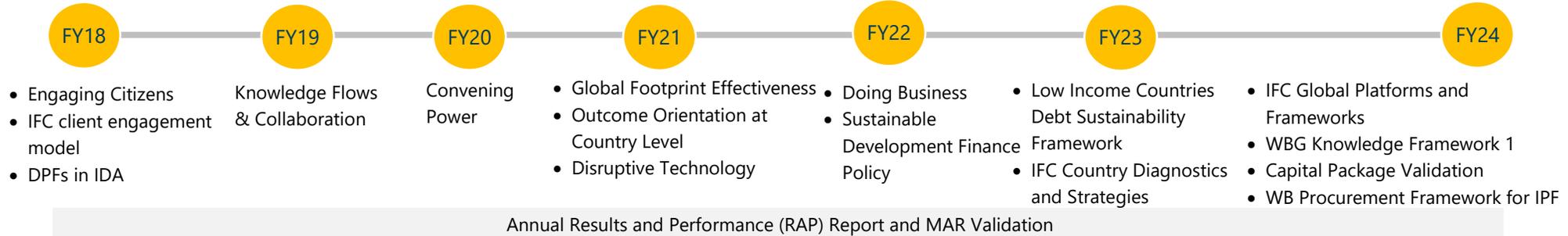
Partnerships for the goals



Forward Look & Capital Increase

Better and Stronger WBG

## Evaluations



### IFC Country Diagnostics and Strategies under IFC 3.0 (FY23)

#### Strategic Relevance



IFC has developed dedicated instruments and capabilities to strengthen its engagement at the country level under IFC 3.0: Country Private Sector Diagnostics (CPSD) and IFC Country Strategies. CPSDs are analytical products intended to identify both (a) opportunities for creating or expanding markets and private sector development and (b) barriers to private sector development and investment. Building on strengthened diagnostics, IFC Country Strategies outline IFC’s strategic approach and work program in a country.

#### Key Challenges



IFC management is keen to understand whether these new instruments are: (i) facilitating the identification of constraints on market creation and private sector development and investment in client countries (economy-wide and at the sector level); (ii) helping the IFC identify its advisory and investment interventions more strategically and increase their effectiveness; (iii) informing World Bank lending and advisory services and analytics (ASA) interventions and MIGA guarantees supporting private sector development; and (iv) enhancing market creation activities and private sector development.

#### Scope



IFC

### Low Income Countries Debt Sustainability Framework (FY23)

As the key instrument to assess the capacity of low-income country economies to carry debt, the LIC-DSF is intended to guide the World Bank’s advice and support to LICs. It also provides an important signal to private sector creditors and investors. There has been a sharp rise in debt distress among Low-Income Countries (LICs) and a changing global risk landscape in the years leading up to, and as a result of, the COVID pandemic. In light of the weakening of debt sustainability indicators and the forthcoming review of the joint framework, an evaluation of the Bank’s contribution to, and use of, the LIC-DSF is both timely and important.

This evaluation seeks to assess how the World Bank contributes to the LIC-DSF, how it utilizes LIC-DSF output in various corporate and country-level decisions, and how it can better leverage the LIC-DSF to address debt vulnerabilities in LICs. In doing so, it intends to identify opportunities for the Bank to strengthen its role in the preparation and use of the LIC-DSF in a changing global context and to highlight potentially important questions that may need to be addressed in the upcoming joint review, including the extent to which the LIC-DSF meets IDA’s needs in serving its clients.

WB

### WBG Knowledge Framework 1: Learning from Operations (FY24)

The vision for WBG Knowledge Framework is to strengthen the WBG’s role as a solutions bank that combines financing with global knowledge to generate development solutions in a timely, context-specific, integrated way. One of the key goals of the framework is to realize WBG’s potential to learn from its operations and ensure its role as a leader in development innovation. The evaluation’s findings and recommendations will help the World Bank better implement the Knowledge Framework and make changes as needed to its systems, incentives, and human capital to enable it to optimize its operational knowledge potential

The evaluation will examine how well systems, incentives, and human capital enable the World Bank to learn from its operations, ensure its operations are informed by the best available knowledge, foster, and learn from operational innovations, and lead and contribute to global development knowledge. The focus will be on the generation, sharing, and use of operationally relevant sector and thematic knowledge. The evaluation will cover mechanisms for financing knowledge generation, including trust funds; incentives for staff to share and use knowledge; and the outcome orientation of the Bank’s approach to knowledge.

WB

### IFC Global Platforms and Frameworks (FY24)

IFC Global Platforms are groups of projects of a similar nature or with similar development objectives which are processed in an expedited fashion. Platforms are an important tool for the IFC to maximize its development impact, including opening markets, and enabling more private sector participation across emerging markets in a cost-efficient manner. They also aim to help clients improve performance, diversify funding sources, achieve sustainability, avoid, or mitigate adverse impacts, and manage sectorial risks. They can improve transparency, help engage better with investors, beneficiaries, end-users, and citizens by advocating for and facilitating compliance (e.g., equator principles) with best practices.

IEG’s evaluation aims to inform future IFC platforms by assessing the extent to which they have contributed to IFC’s development effectiveness while enhancing trust with IFC stakeholders, including clients, investor partners and the IFC Board.

IFC

### Capital Package Validation (FY24)

The WBG shareholders agreement to a capital increase in April 2018 came with a series of important policy commitments. WBG Management has provided updates on the implementation of IBRD-IFC Capital Package and the Forward Look commitments in April 2019, Sept. 2020, and Sept. 2021. The 2021 update describes how updates will be provided through the “Corporate Scorecard (CSC), the Strategy and Business Outlook (SBO) paper, the Budget Document, and the World Bank and IFC’s Quarterly Operations Update.” Management has also developed an enhanced reporting matrix which will “be updated

FY23 will be the fifth year of implementation. The current proposal is that IEG will undertake an independent validation of Management updates that have been provided up to that date.

WB and IFC

### WB Procurement Framework for IPF (FY24)

The World Bank’s Procurement Framework for IPF became effective in 2016. Its vision is value for money with integrity. There is little doubt that the current framework is an improvement on the previous framework, but questions remain about the potential to further enhance the framework and its implementation.

Assess the framework’s performance, value for money, and contributions to enhanced competition. Assess results of policy enhancement pilots, including on Bank-facilitated procurement, green procurement, beneficial ownership, and direct contracting in FCS. Assess the framework’s implementation, including clients’ use of the framework, and the risk-based approach.

WB

#### Strategic Relevance



#### Key Challenges



#### Scope



# Appendix B: FY17-21 Completed IEG Evaluations

Work Streams	FY17	FY18	FY19	FY20	FY21
Gender					• Gender Mid Term Review
Fragility, Conflict, and Violence		• Forced Displacement		• IFC in FCV (Synthesis)	• IDA PSW (Synthesis)
Climate Change and Environmental Sustainability	• Water Supply and Sanitation	• Pollution Management • Carbon Finance	• Urban Resilience	• Renewable Energy • Sustainable Irrigation (meso)	• Natural Resources Degradation
Mobilizing Finance for Development		• IFC Asset Management Company (meso)	• Creating Markets	• Private Capital Mobilization	
Human Capital	• Higher Education	• Essential Healthcare	• Shaping Social Contracts (meso)	• Drivers of Education (meso)	• WBG Support to Aging Countries
Jobs, Growth & Shared Prosperity	• Rural Non-Farm Economy • Shared Prosperity • Urban Transport	• Facilitating Trade • IFC Experience with Inclusive Business (meso)	• Regional Integration	• SME Support (Synthesis)	• Urban Spatial Growth
Governance & Institutions				• SOE Reforms • Public Utility Reform (Synthesis)	• Addressing Country Level Fiscal and Financial Sector Vulnerabilities • Public Finance and Debt Management
WBG Corporate Effectiveness	• RAP 2016: Managing for Results • Data for Development • SCD/CPF Process Evaluation	• RAP 2017: Environmental Sustainability • Engaging Citizens • IFC Client Engagement Model • Maximizing Impact of DPFs in IDA Countries (meso)	• RAP 2018 • Knowledge flow and collaboration	• MIGA non-honoring of government debt obligations (meso) • RAP 2020	• Disruptive Technology WBG Readiness • Outcome Orientation at Country Level • RAP 2021
CPE		• Rwanda, Mexico		• Philippines, Albania	

# Appendix C: FY23-24 Evaluations - Work Stream Intersections

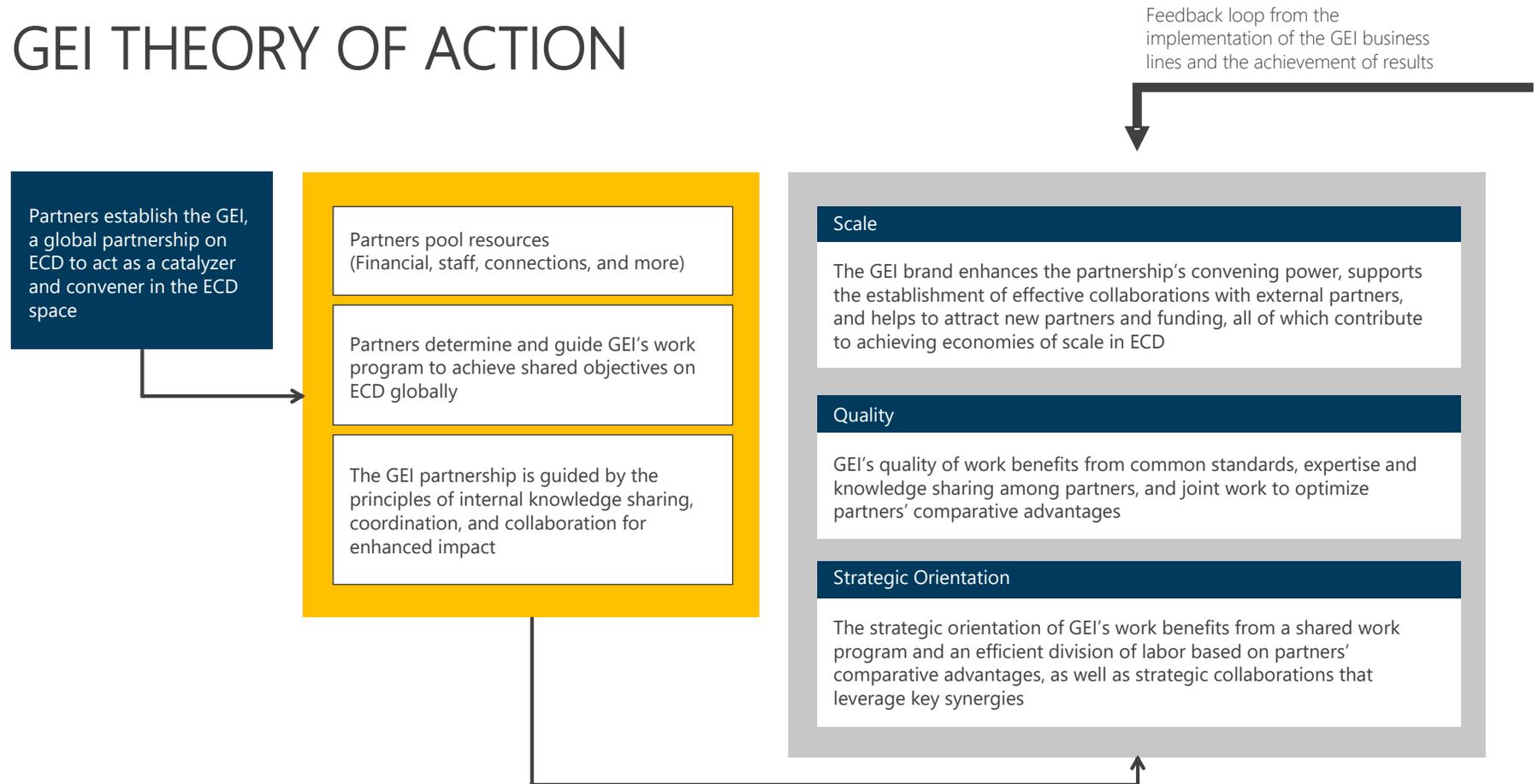
\* = main work stream  
 ✓ = Intersecting work stream

		Gender	FCV	Climate Change & Environmental Sustainability	Mobilizing Finance for Development	Human Capital	Jobs, Growth, & Shared Prosperity	Governance & Institutions	WBG Corporate Effectiveness
FY23	Private Sector Participation in Climate Action			*	✓				
	Learning Crisis (incl. COVID)	✓				*	✓		
	Financial Inclusion					✓	*		
	Universal Digital Inclusion and Usage					✓	*		
	IFC Country Diagnostics & Strategies				✓	✓	✓		*
	Low-Income Countries Debt Sustainability Framework							✓	*
FY24	IFC Global Platforms and Frameworks				✓				*
	Public Institution Transparency & Accountability							*	
	Blue Economy			*		✓	✓		
	Knowledge Framework 1: Learning from operations								*
	Adaptive Social Safety Nets					*	✓		
	Cascade Approach				*				✓
	WBG Gender Strategy	*							✓
	Capital Package								*
	Jobs					✓	*	✓	
	WB Procurement Framework for IPF							✓	*

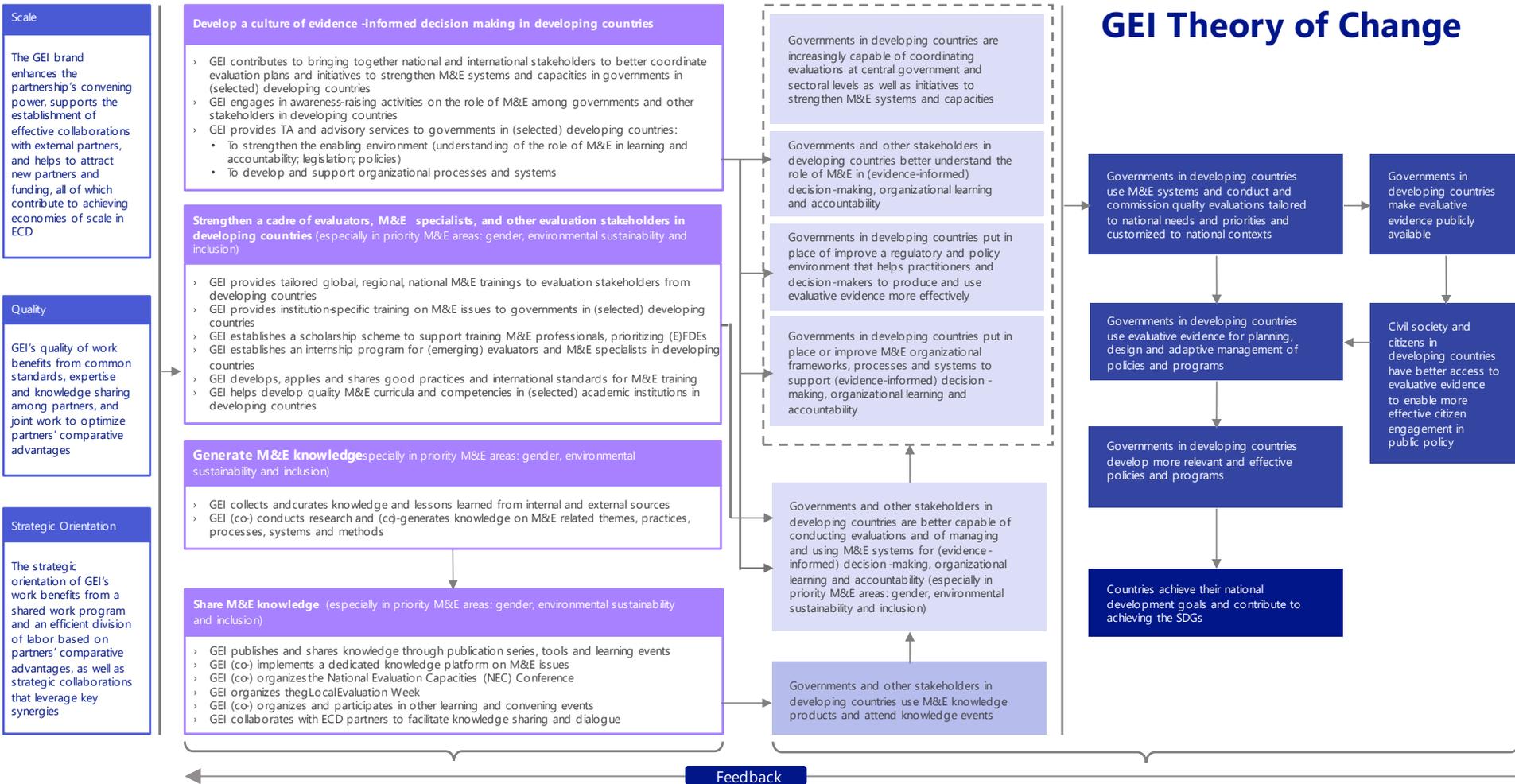
# Appendix D: IEG Learning Engagements FY20-22

Title	WBG Counterpart Department/ Unit
<b>FY20</b>	
Evolution and performance of WB Housing Portfolio	Urban, Disaster Risk Management, Resilience, Land GP
How to Improve WBG's Development Effectiveness in MNA	Middle East and North Africa regional unit
Assessing the Results Monitoring and Measurement Framework for IFC's Corporate Finance Services	IFC Corporate Finance (CTACF)
Addressing Urban Crime and Violence Risks in World Bank Operations	Urban, Disaster Risk Management, Resilience, Land (URL) GP; Fragility Conflict and Violence (FCV) Global Theme
IFC Advisory Services (AS) Sector Highlights: Analysis of AS support provided to IFC investment clients	IFC Sector Economics and Dev. Impact Unit
A comparative analysis of AIMM-backfilled projects and XPSRs/EvNotes	IFC Sector Economics and Dev. Impact Department
IFC MAS Sector Highlights – Development outcome drivers in IFC's Agribusiness portfolio	IFC Manufacturing, Agribusiness, and Services
Portfolio Review methods for RAS country engagements	Global RAS unit
Supporting Climate Change M&E	Climate Change Strategy and Operations
<b>FY21</b>	
Using DPF to support Anti-Covid19 Crisis Response: Lessons from IEG Evaluations of DPFs in Past Crises	Human Capital GP
How to improve WBG interventions in Justice and Security sectors: evidence from IEG evaluations (2005-2020)	Governance GP
Improving Road Safety Project Designs and Results Measuring	Global Road Safety Fund (GRSF) and the Western Africa Transport Unit (IAFT4)
Scaling up PPP programs – experience from World Bank operations	Infrastructure, PPP, and Guarantees (IPG) GP
Anticipating an economic impact of urban infrastructure projects	Urban, Disaster Risk Management, Resilience, Land (URL) GP
Joint IFC / IEG Financial Industry Group (FIG) Sector Highlights	IFC Financial Institutions Group
Lessons of Experience from Credit Bureaus AS portfolio	IFC Financial Institutions Group, IFC Africa AS
Toward the Development of GP specific JOBs Theories of Change	Social Protection and Jobs GP
Environmental and Social (E&S) Sector Highlights	IFC E&S Policy and Risk Management
<b>FY22</b>	
Technical deep dive and collection of lessons from water operations	Water GP
Supporting World Bank Climate Change M&E additional finance	Climate Change
Developing a MEL Framework at GFDRR	GFDRR (Global Facility for Disaster Risk Reduction)
IFC INR Sector Highlights - with a deep dive analysis on climate change projects	IFC INR

## GEI THEORY OF ACTION



## External & Internal Assumptions



GEI teams learn from existing initiatives and their outcomes and improve the quality, responsiveness and context specificity of their trainings, advisory work and technical assistance

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

Tools to understand IEG's performance and influence

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

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

## Monitoring Plan

The results framework in the following pages constitute the monitoring plan. The framework describes, quantitatively and qualitatively, IEG’s strategic level outcomes (Tier 1), outputs (Tier 2), and operational effectiveness (Tier 3). These indicators will be monitored and updated on an annual basis.

Several indicators from the results framework derive data from IEG’s annual client survey on stakeholders’ perceptions of the quality, relevance, and usefulness of IEG’s evaluations and engagements. An online database of IEG’s ‘success stories’ is also regularly updated showcasing evidence on use and influence from IEG’s work.

## Evaluation Plan

IEG regularly reviews and evaluates the influence and utility of its work to the World Bank Group, either through internal reviews or through external consulting firms.

IEG also regularly evaluates how it manages its resources. It does bi-annual strategic staffing reviews to manage its human resources.

In FY22, an independent external evaluation of IEG was commissioned by CODE with a focus on IEG’s role, utility, and influence as part of the WBG’s evaluation system and knowledge architecture. The review is expected to be finalized during first half of FY23.

## Learning Plan

IEG’s leadership team regularly discusses the mentioned reviews and initiatives to identify areas and actions for improvement, in consultation with IEG staff. The independent external evaluation of IEG will also involve the formulation of an action plan in response to recommendations.

In addition, the “IEG Academy” organizes annual Learning Days and other trainings geared to address individual learning and skills gaps. IEG’s Methods Advisory Function hosts BBLs and courses on cutting edge evaluation methods. And many individual IEG staff deliver seminars and trainings at evaluation and Bank Group seminars and conferences.

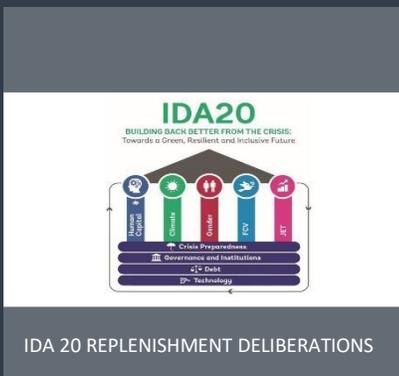
## FY22 Revisions to Indicators on Evaluation Capacity Development

Given the evolution of GEI’s program and M&E framework during FY22, the following changes have been made to some ECD-specific indicators in IEG’s MEL plan:

Tier 1	Strategic Results	Tier 3	Performance
	<ul style="list-style-type: none"><li>• “Quality of selected evaluations in countries and institutions that have received support from GEI” removed because the limited value of it as comprehensive measurement of the indicator did not warrant the significant annual resources it would require.</li><li>• “Use of evaluative evidence in decision-making in GEI client countries” was refined and retained. The periodicity of measurement was changed from annual to the end of first GEI funding cycle (i.e., FY25) as that is a more appropriate timeframe for this comprehensive measurement of the indicator</li></ul>		Satisfaction rate with GEI Technical Assistance” was dropped as comprehensive measurement of the indicator on an annual basis would require significant resources.

## Tier I: Strategic Results

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



IDA 20 REPLENISHMENT DELIBERATIONS



OUTCOME ORIENTATION EVALUATION



GLOBAL EVALUATION INITIATIVE

**Impacts of the War in Ukraine.** Evidence cited includes IEG evaluations and syntheses on the Food Price Crisis, Global Economic and Financial Crisis, Crisis Response and Resilience to Systemic Shocks, Public Financial Debt Management, and Addressing Country-Level Fiscal and Financial Sector Vulnerabilities.

IEG evidence was useful to the **IDA20 replenishment deliberations** in FY22. Several evaluations that covered topics of interest to IDA deputies, including [IDA Private Sector Window \(PSW\)](#), [IDA Sustainable Development Finance Policy](#), [IFC and MIGA private investments in FCS countries](#), [WB Engagement in Situations of Conflict](#), [Fiscal and Financial Sector Vulnerabilities](#), and [Undernutrition](#).

WB Strategy counterparts have leveraged IEG evidence and technical advice as they evolve **standards for completion reporting** to increase the focus on **outcome orientation**, which is a strategic priority for the Board/ CODE and WBG Senior Management.

In its first year of operations, the **Global Evaluation Initiative (GEI)** has grown to include 35 partner organizations from around the world supporting developing countries improve evidence-based decision making. Deep engagement in 24 priority countries with diagnostic, technical, and strategic advisory services is helping governments improve their national monitoring and evaluation systems.

## ACCOUNTABILITY

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

Indicator	Current (FY22)	3 yr avg
IEG products improved the Board's understanding of WBG's development effectiveness	77%	75%
IEG evaluations align with the WBG's strategic priorities	78%	68%

## FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE

IEG evaluations inform decision-making processes at different levels in the WBG to improve the development effectiveness of the WBG's programs and activities, and their responsiveness to member countries' needs and concerns.

Indicator	Current (FY22)	3 yr avg
Use of IEG to learn about factors of development effectiveness across sectors/ themes	41%	57%
Use of IEG to learn about factors important to the design of a specific lending/ non-lending operation	32%	42%

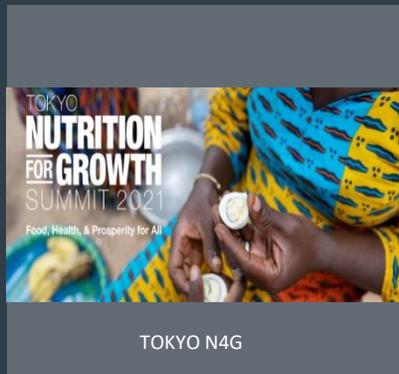
## EVALUATION CAPACITY DEVELOPMENT

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

Indicator	End of first GEI cycle value (FY25)	Target by FY25
Increased use of evaluative evidence in decision-making in institutions (and countries) through GEI	TBD	20

## Tier 2: IEG Outputs

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



**Development Cooperation and Fragility, Conflict, and Violence:** To allow for mid-course correction and adaptation of projects, the monitoring framework for Systematic Country Diagnostic (SCDs) and Country Partnership Frameworks (CPFs) in FCV was updated based on IEG inputs. The WBG Senior Management briefing paper to WBG Governors and Committee of the Whole about World Bank Group financing for **Green Resilient and Inclusive Development (GRID)** pointed to IEG’s Private Capital Mobilization (PCM) evaluation as a source of lessons learned that fed new approaches to scale up PCM.

IEG evidence has informed multiple Board and Management discussions, with the 2022 **Stakeholder Engagement Survey** showing high levels of satisfaction with the quality of IEG work across all respondents, with Board respondents the most satisfied. In FY22, IEG increased the number of learning events sponsored and DGE statements delivered.

Examples of use of IEG outputs include the **Private Capital Mobilization** evaluation informing WBG FY22 Annual Meetings and COP26 discussions on the role of private capital mobilization in financing both the pandemic recovery and climate action; the Child Undernutrition evaluation informing discussions around **Tokyo N4G**; multiple evaluations (World Bank Engagement in Situations of Conflict, Public and Financial Debt Management, and Natural Resources Management) informing the **2022 Fragility Forum discussions**; and insights from IEG’s database of lessons and ratings being used in discussions with country teams, Regions, GPs, and IFC and MIGA counterparts.

ACCOUNTABILITY		
IEG assesses WBG programs and activities on their expected results through evaluations and project validations		
Indicator	Current (FY22)	Target
Number of evaluations, including thematic evaluations and the annual RAP	16	10-13

Number of country program evaluations per year	3	3
IEG reviews and validates self-evaluations conducted by the WBG of its strategies and operations	100% ICRR 40% XPSR 51% PCR 100% PER 100% CLRR	100% ICRR 40% XPSR 51% PCR 100% PER 100% CLRR

## FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE

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

Indicator	Current (FY22)	Previous year (FY21)
Number of DGE statements sent to the Board	15	12
Number of Board discussions where IEG evaluations or reports were referenced	11	20
Number of Learning Engagements	4	8
Number of Evaluation Insight Notes (previously JIT notes and Synthesis reports)	5	4
Number of WBG learning events co-sponsored by IEG	17	9
Level of engagement with IEG outreach platforms, per IEG client survey (client survey)	29%	30%

## EVALUATION CAPACITY DEVELOPMENT

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

	Current <sup>5</sup>	Minimum Benchmark (FY21 numbers)
Number of countries where GEI has provided technical assistance or advisory services	24	14
Number of institutions where GEI has provided technical assistance or advisory services	n/a <sup>6</sup>	21
Number of trainings provided with global, regional, national or institutional reach	98	58
Number of people trained	33,826	9,186
Number of knowledge products (co-) created by GEI	167	38
GEI external knowledge platform established and functional (sharing information on GEI knowledge products, and external resources)	Upcoming in FY23	N/A
Number of GLOCAL knowledge events held	346	255
Number of GLOCAL event participants	20,484	17,585

<sup>5</sup> Data covers 18 months period – as reported in GEI Annual report.

<sup>6</sup> Indicator not tracked in FY22.

## Tier 3: IEG Performance

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



IEG **consults widely with the Board and WBG Senior Management** to develop its work program. For each of its evaluations, IEG engages closely with the Board and WBG counterparts from the approach paper stage till finalization. IEG has also responded to Board and WBG Management concerns on absorptive capacity by striving to **balance the number of large evaluations** and sequencing them throughout the year.

To deliver its work program in an efficient manner, IEG's leadership team conducts **regular business reviews** to monitor its deliverables, budget and staffing levels.

**IEG's Methods Advisory Function** plays a critical role in enabling teams to use cutting edge and rigorous evaluation methods, which this year also included workshops on adapting evaluations to restrictions imposed by the pandemic.

IEG's **in-house learning program (IEG Academy)** provides training to all IEG staff on both evaluation and business skills.

Internal reviews to optimize processes and products occur as needed. The implementation of the microproduct reform has generated a new synthesis product and process in **Evaluation Insight Notes**, which allows IEG to rapidly mine its existing body of evidence for new knowledge in response to requests from Board and WBG Management. IEG is also working with IFC to align **XPSRs** with IFC's new **Anticipated Impact Monitoring and Measurement (AIMM) system**.

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

## Tier 3: IEG Performance

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

<b>EVALUATION PLANNING</b>		
IEG prepares its work program in consultation with key stakeholders and responds to their needs. IEG also delivers its work program in a resource efficient manner.		
Indicator	Current (FY22)	3 yr avg
Satisfaction on timeliness of IEG reports	77%	77%
Satisfaction with the relevance of evaluation reports	77%	82%
Satisfaction with the process of engagement on IEG evaluations	73%	70%
IEG's budget as a percentage of WBG total administrative budget	1%	1%
Indicator	Current (FY22)	Targets
% of evaluations delivered in Q4 of the fiscal year	44%	<25%
% of overall IEG budget overrun/underrun	3%	1-2%
Fixed cost ratio	71%	<=73%

<b>EVALUATION IMPLEMENTATION</b>		
IEG conducts its evaluations through a collaborative approach, using rigorous evaluation methods, adhering to adequate quality assurance processes, and delivers in a timely manner.		
Indicator	Current (FY22)	3 yr avg
% of local consultants hired	11%	12%
Satisfaction with overall quality of IEG products	79%	79%
Indicator	Current (FY22)	Targets
Average time between approach paper and final delivery of evaluations	15 months	15 months
Compliance with service standards for validation products	100% CLRRs 100% ICRRs	100% CLRRs 100% ICRRs

## EVALUATION CAPACITY DEVELOPMENT PERFORMANCE

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

Indicator	Current (FY22)	Minimum Benchmark (FY21 numbers)
Number of partners engaged in GEI	35	20

## CONTRIBUTION TO CORPORATE GOALS

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

Indicator	Current (FY22)	Target
IEG Gender Balance Ratio	0.812	1.0
Indicator	Latest (FY22)	3 yr average
IEG Inclusion Index from the staff engagement survey	64%	62%

IEG Results Framework  
Indicator Descriptions

## Tier 1: Strategic Results

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

<b>ACCOUNTABILITY</b>			
IEG evaluations provide relevant information to the Board on WBG's results and development effectiveness.			
Indicator	Description	Current (FY22)	3 yr avg
IEG products improved the Board's understanding of WBG's development effectiveness	% of respondents who agree or strongly agree to the IEG client survey question "To what extent do you think IEG's work in the past 12 months has improved your understanding of the World Bank Group's development effectiveness?"	2022 IEG client Survey Data	Average of 2019 2020, and 2021
IEG evaluations align with the WBG's strategic priorities	% of respondents who agree or strongly agree to the IEG client survey question "How aligned are IEG evaluations with the World Bank Group's strategic priorities?"	2022 IEG client Survey Data	Average of 2019, 2020, and 2021

<b>FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE</b>			
IEG evaluations inform decision-making processes at different levels in the WBG to improve the development effectiveness of the WBG's programs and activities, and their responsiveness to member countries' needs and concerns.			
Indicator	Description	Current (FY21)	3 yr avg
Use of IEG to learn about factors of development effectiveness across sectors/ themes	% of respondents who selected the IEG client survey question option "Over the last 12 months, for what purpose have you engaged with IEG evaluation activities? To learn about factors of development effectiveness across sectors or themes."	2022 IEG client Survey Data	Average of 2019, 2020, and 2021
Use of IEG to learn about factors important to the design of a specific lending/ non-lending operation	% of respondents who selected the IEG client survey question option "Over the last 12 months, for what purpose have you engaged with IEG evaluation activities? To learn about factors important in the design of a specific lending or non-lending operation."	2022 IEG client Survey Data	Average of 2019, 2020, and 2021

## EVALUATION CAPACITY DEVELOPMENT

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

Indicator	Description	End of first GEI cycle value (FY25)	Target value by FY25
Higher quality of selected evaluations in countries and institutions that have received support from GEI		TBD	20

## Tier 2: IEG Outputs

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

### ACCOUNTABILITY

IEG assesses WBG programs and activities on their expected results through evaluations and project validations

Indicator	Description	Current	Target
Number of evaluations, including thematic evaluations and the annual RAP	IEG produces sector, thematic, and country evaluations as well as project evaluations to assess whether the WBG programs and activities are producing the expected results	# of Evaluations esubmitted in FY22	IEG's target number of thematic, other, and country program evaluations indicated in the work program report
Number of country program evaluations			
Number of country program evaluations	IEG reviews and validates self-evaluations conducted by the WBG of its strategies and operations	% Coverage ratio of micro products for FY 22	IEG's target coverage ratio of validation products indicated in the work program report

## FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE

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

Indicator	Description	Previous Year
Number of DGE statements sent to the Board	Total number of DGE statements sent to the Board in FY22, including the RAP notes for the Region/ GP Board Updates	FY21 number
Number of Board discussions where IEG evaluations or reports were referenced	Number of board meetings where IEG's work was referenced by EDs during the discussion in FY22. This is not an exhaustive number as IEG is not present in all Board meetings.	FY21 number
Number of Learning Engagements	Total number of learning engagements delivered in FY22	FY21 number
Number of Evaluation Insight Notes	Total number of EINs delivered in FY22	FY21 number
Number of WBG learning events co-sponsored by IEG	Total number of learning events (excl. learning engagements) co-sponsored by IEG in FY22, including but not limited to RMES	FY21 number
Level of engagement with IEG outreach platforms, per IEG client survey (client survey)	An average % for "Read blogs", "Attended BBLs and/or workshops", "Watched presentations and/or workshops", "Visited web site (IEG or WBG)" out of the total number of options selected in response to the IEG client survey question "Which specific IEG activities did you engage with (over the past 12 months)" including "Read reports", "Read blogs", "Attended BBLs and/or workshops", "Watched presentations and/or workshops", "Visited web site (IEG or WBG)", "Other", "None of the above".	FY21 number

## EVALUATION CAPACITY DEVELOPMENT

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

Indicator	Description	Baseline	Current (FY22)
Number of countries where GEI has provided technical assistance or advisory services		FY21 data	FY22 data
Number of institutions where GEI has provided technical assistance or advisory services			
Number of trainings provided with global,			

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

### Tier 3: IEG Performance

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

EVALUATION PLANNING			
IEG prepares its work program in consultation with key stakeholders and responds to their needs. IEG also delivers it work program in a resource efficient manner.			
Indicator	Description	Current	3 yr avg
Satisfaction on timeliness of IEG reports	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question “Thinking of all the IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects: Timeliness”	2022 IEG client Survey Data	Average of 2019 2020, and 2021
Satisfaction with the relevance of evaluation reports	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question “Thinking of all the IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects: Relevance to your work”	2022 IEG client Survey Data	Average of 2019 2020, and 2021
Satisfaction with the process of engagement on IEG evaluations	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question “Thinking of all the IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects: process of engagement”	2022 IEG client Survey Data	Average of 2019 2020, and 2021

IEG's budget as a percentage of WBG total administrative budget		FY22	Average of 2019 2020, and 2021
Indicator	Description	Current	Target
% of evaluations in Q4 of the fiscal year	This indicator aims to measure IEG's efforts to de-bunch the delivery of its evaluations	FY22 Q4 delivery	IEG aims to deliver its evaluations evenly throughout the 4 quarters
% of overall IEG budget overrun/underrun	Based on corporate norms, IEG's budget can overrun or underrun within a band of 1-2%		1-2%
Fixed cost ratio	FCR as per corporate definition		70-73%

## EVALUATION IMPLEMENTATION

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

Indicator	Description	Current (FY22)	3 yr avg
% of local consultants hired	Local consultants across major evaluations, PPARs, and all other products (ICRR, XPSR, CASCR, etc.) are considered in this number. This % is the total number of local consultants divided by the total number of all consultants in IEG	FY22	Average of 2019 2020, and 2021
Satisfaction with overall quality of IEG products	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question "Thinking of all the IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects: Ease of understanding; transparency and clarity of methodology; strong link between conclusions and evidence"	2022 IEG client Survey Data	Average of 2019 2020, and 2021
Indicator	Description	Current (FY21)	Targets
Average time between approach paper and final delivery of evaluations	Average number of months between esubmission of Approach Papers and esubmission of final reports of thematic and focused evaluations	FY22	15 months
Compliance with service standards for validation products	Percentage of IEG validation products that comply with IEG's service standards.	FY22	100%

## EVALUATION CAPACITY DEVELOPMENT PERFORMANCE

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

Indicator	Description	Min Benchmark	Current
Number of partners engaged in GEI	Sum of GEI Core and Associate Partners	FY21 number	FY22 number

## CONTRIBUTION TO CORPORATE GOALS

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

Indicator	Description	Current	Target
IEG Gender Balance Ratio	WBG HR issued indicator on the gender balance in IEG	FY22	1.0
Indicator	Description	Current	3 yr avg
IEG Inclusion Index from the staff engagement survey	Average positive responses on questions related to inclusion in the WBG staff engagement survey	FY22	2018, 2019, 2022 average