

INDEPENDENT EVALUATION GROUP

**Work Program and Budget (FY18)
and
Indicative Plan (FY19–20)**

June 2, 2017

ABBREVIATIONS AND ACRONYMS

ASA	Advisory Services and Analytics	IFC	International Finance Corporation
CCSA	Cross-Cutting Solutions Areas	IPDET	International Program for Development Evaluation Training
CLEAR	Centers for Learning Evaluation and Results	IT	Information Technology
CLR	Completion and Learning Review	KM	Knowledge Management
CODE	Committee on Development Effectiveness	MAR	Management Action Record
CPE	Country Program Evaluation	MDB	Multilateral Development Bank
CPF	Country Partnership Framework	M&E	Monitoring and Evaluation
CSC	(World Bank Group) Corporate Scorecard	MIC	Middle-Income Countries
DGE	Director General, Evaluation	MIGA	Multilateral Investment Guarantee Agency
FCS	Fragile and Conflict-affected Situation	PCR	Project Completion Report
FY	Fiscal Year	PER	Project Evaluation Report
GDI	Global Development Indicators	PforR	Program for Results
GP	Global Practice	PPAR	Project Performance Assessment Report
IBRD	International Bank for Reconstruction and Development	PPP	Public-Private Partnership
ICR	Implementation Completion and Results	RAP	Results and Performance (IEG annual report)
ICRR	ICR Review	RMES	Results and Measurement and Evidence Stream
IDA	International Development Association	SCD	Systematic Country Diagnostic
IEG	Independent Evaluation Group	SDGs	Sustainable Development Goals
IFAD	International Fund for Agricultural Development	SME	Small and Medium Enterprise
		SWF	Sovereign Wealth Fund
		XPSR	Expanded Project Supervision Report

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**IEG WORK PROGRAM AND BUDGET (FY18)
AND
INDICATIVE PLAN (FY19-20)**

Executive Summary

Strategic Directions for FY18–20

IEG's strategic directions for FY18–20 have been defined to maximize alignment with the key strategic priorities of the World Bank Group and the main development challenges expected to affect its clients over that period. Internally, the development of a Forward Look, new agreements under the IDA18 replenishment, a new IFC Strategy, and continuous efforts to modernize the institution are guiding the World Bank Group's strategic directions. Externally, the global community has endorsed ambitious post-2015 Sustainable Development Goals (SDGs), but headwinds across the globe, and a combination of long-term trends, cyclical factors, and disruptions will also influence the development agenda. Against this backdrop, IEG's work program has been designed to help the World Bank Group enhance its development impact and better address the most relevant development challenges faced by its clients.

Proposed Work Program

What remains the same. Based on a tight selectivity process, the proposed program of Major Evaluations for FY18–20 responds to some of the biggest strategic priorities of relevance to World Bank Group shareholders. It also benefitted from a further extended consultation with management of the World Bank Group institutions as requested by the Committee on Development Effectiveness (CODE). In total, IEG plans to maintain its delivery of eight Major Evaluations and the annual report *Results and Performance of the World Bank Group* (RAP) except in FY18 for which CODE has requested a postponement of the major evaluation *Mobilization of Private Capital*. These resources will be used to finance meso evaluations. IEG will also continue to undertake Project Performance Assessments (PPARs), albeit taking stock of the experience with the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA), and continuously introducing product improvements. Likewise, IEG expects to maintain the coverage rate of validation products, while introducing revisions to the Implementation Completion Report Reviews (ICRRs) in line with the World Bank's institutional reforms in this area.

Extending pilot phases. IEG will continue extending two pilot initiatives introduced since FY14.

- After a one-year hiatus and a stock-taking of the pilot to cluster Country Program Evaluations (CPEs), IEG will resume its program of annual CPEs. These evaluations are a crucial tool to enhance accountability and learning for results in country programs. World Bank Group management has expressed strong demand for CPEs in view of their high utility for client countries and meaningful role in the country engagement cycle. As agreed with CODE, where appropriate these evaluations will be clustered around client groups facing common development challenges.

- Supporting the World Bank Group’s learning from evidence will remain a key priority of IEG. IEG will extend by another year its pilot Learning Engagements. FY17 resource allocations for Learning Engagements have been committed. Demand for this product has resulted in a pipeline for FY18, testament to the strong interest from World Bank Group management to learn from evidence. The decision whether to continue learning engagements for FY19 would be taken on the basis of the results of the pilot assessment to be conducted in FY18.

What will be new. In response to the strong demand for medium-sized evaluations, IEG will launch in FY18, on a limited pilot basis, meso evaluations. With only eight major evaluations per year, IEG is unable to meet management and shareholder demand for evaluations. Both management and CODE members have expressed interest in focused, just-in-time evaluations from IEG to contribute to the search for effective solutions to specific development challenges as they arise. Meso evaluations will have a strong focus on learning, and a nimble processing protocol to maximize value added for the World Bank Group and its clients, as well as responsiveness and timeliness.

Enhancing IEG’s Impact

IEG will endeavor to maximize its impact, not only by aligning its work program with the most relevant priorities of the World Bank Group and its clients, but also by continuing to improve the way it works. During the past five years, these efforts have led to a wide range of internal reforms, including realigning business lines, enhancing quality and credibility, increasing knowledge and communication, better monitoring implementation of evaluation recommendations, strengthening efforts to develop evaluation capacity both externally and internally, and, most recently, implementing the recommendations of the external review of IEG.

These efforts will continue during FY18–20, with a special focus on further investing in strengthening outreach (especially toward World Bank Group operational staff and management, to foster increased learning and feedback loops), and on enhancing the quality of evaluations by relying on stronger methods, quality control, and staff training. In particular, FY18 will see the launch of the IEG Academy, which is designed to equip IEG staff with skills in evolving and innovative evaluation methods, among others, to enhance quality and influence.

Expected Impact and Results Framework

IEG’s proposed work program is expected to continue building substantive knowledge in strategic areas and contribute to enhance learning and feedback loops. The choice of evaluation topics strongly aligns with needs and knowledge gaps related to the twin goals, the 2013 Strategy, the 2017 Forward Look, IDA priorities, and IFC3.0. IEG will therefore provide CODE and management of the World Bank Group institutions with relevant findings and lessons that should help improve development effectiveness where possible. In addition, meso evaluations and learning engagements should further enhance IEG’s contribution to World Bank Group learning for greater development effectiveness.

IEG has upgraded its Results Framework to better align it with its mandate, intended outcomes, and the format of the World Bank Group Corporate Scorecard. Based on a three-tier structure, the

revised Results Framework provides a clear logical framework for IEG's inputs (Tier 3), its outputs (Tier 2), and its outcomes (Tier 1). It also establishes a clear line of sight between IEG's proposed outcomes and its mandate.

Budget Request

The budget request to accomplish IEG's FY18 work program is \$36.93 million regular budget to be approved by the Board and \$0.6 million to be financed by trust funds. The requested budget is consistent with the flat budget framework in real terms, excluding the institutionally mandated increases due to the revised benefit rate and price factor. The shares of contribution from each of the three institutions (World Bank, IFC, MIGA) remain broadly unchanged from prior years.

IEG has implemented cost savings measures foreseen in the Expenditure Review. In line with commitments requested by the Board, a total of 8 percent savings was achieved. IEG is committed to maintaining cost controls, through measures that include 1) the implementation of a strategic staffing review being conducted in FY17, and the application of headcount and fixed cost ratio caps, 2) strengthened internal budget processes, and 3) cost efficiencies resulting from a continuous move toward more e-reports and tools. However, nominal unit costs for evaluations will increase because of the increased benefit ratio.

I. Strategic Context

1. IEG Strategic Directions

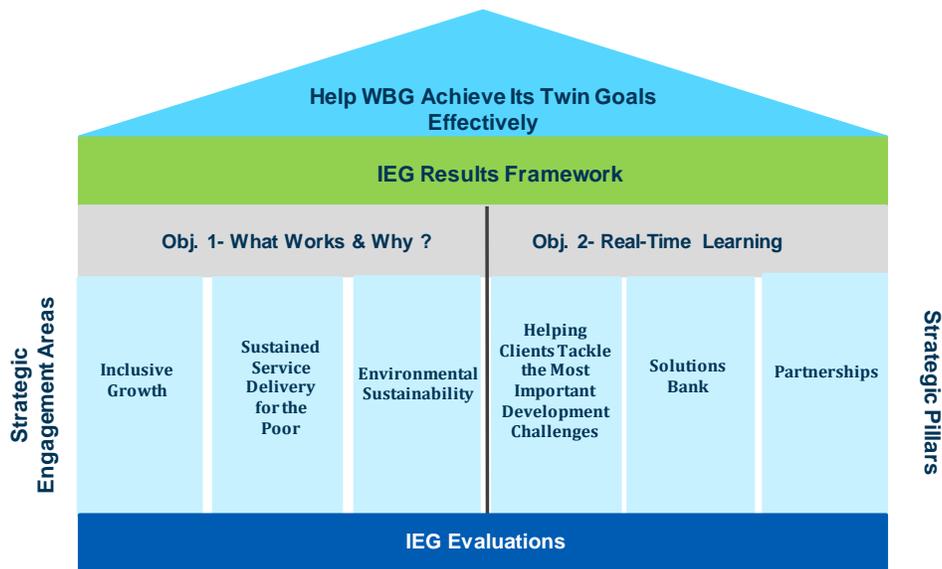
1. **The Independent Evaluation Group (IEG)'s strategic directions in FY18–20 are aligned with key strategic priorities of the World Bank Group and the main development challenges expected to affect its clients over the same period.** Internally, the development of a Forward Look, new agreements under the International Development Agency (IDA) 18 replenishment, a new International Finance Corporation (IFC) Strategy, and continuous efforts to modernize the institution, are guiding the World Bank Group's future strategic directions. Externally, the global community has endorsed ambitious post-2015 Sustainable Development Goals (SDGs), but headwinds across the globe, and a combination of long-term trends, cyclical factors, and disruptions will also influence the development agenda. Against this backdrop, IEG's work program is designed to help the World Bank Group enhance its development impact and better address the most relevant development challenges faced by its clients.

2. **Independent evaluation is essential to help the World Bank Group tackle these challenges and build a stronger internal culture to deliver results to clients based on evidence.** To achieve the development objectives laid out in the Forward Look, the IDA 18 agreement, and other strategic documents, as well as its twin goals in a sustainable manner, the World Bank Group needs to better understand what works and the reasons why, and to draw lessons and good practices from evaluation findings and experience.

3. **IEG has continuously aligned with World Bank Group priorities.** During the past five years, IEG has adopted clear objectives for its work, aligned with the twin goals since they were adopted, and aligned with the demand of the World Bank Group's Executive Board to provide real-time feedback on institutional changes to inform their discussion with management and highlight the need for course corrections when needed. To ensure greater structure and complementarity of evaluations, in FY15 IEG introduced three Strategic Engagement Areas (SEAs) and three strategic pillars.

- **Strategic Engagement Areas (SEAs):** (1) Inclusive Growth, (2) Sustained Service Delivery for the Poor, and (3) Environmental Sustainability. IEG introduced these SEAs to review the World Bank Group's contribution to the twin goals in segments that help deliver meaningful and robust evaluative evidence about the its overall achievements, while building complementarity of major evaluations.
- **Strategic Pillars:** (1) Helping Clients Tackle the Most Important Development Challenges, (2) Becoming the Solutions Bank, and (3) Working in Partnerships. These are three key changes introduced by the World Bank Group's 2013 Strategy that can affect development effectiveness. Therefore, IEG is well placed to review, assess, and provide management and the Executive Board with early feedback on reforms in these three areas to ensure that timely course corrections are made when needed.

Figure 1: IEG's Strategic Framework



2. External and Internal Landscape

4. In setting out this work program, IEG carefully took into account external and internal challenges to achieving the 2030 goals.

External Environment

5. **Although nearly 1.1 billion people have escaped poverty since 1990, cyclical and longer-term trends may slow future progress.** The SDGs and the goal of eliminating extreme poverty by 2030 might not be achieved without accelerated economic growth and reductions in inequalities. However, many economies are still struggling to recover from the 2008 global financial crisis and the subsequent slowdown in global growth. Other cyclical effects that negatively affect the achievement of the 2030 goals include the end of the commodity super-cycle; a significant drop in net capital inflows to emerging markets and developing economies; rising levels of corporate debt; and fiscal pressures in these countries. Furthermore, long-term trends and various disruptions are expected to further influence development prospects. These include demographic and growth transitions; the changing nature of globalization; rapid urbanization; and pressures on the world's resources, particularly as a result of climate change. Other forces could unleash more frequent disruptions—such as financial and humanitarian crises, natural disasters, pandemics, social instability, and crime.

6. **Overall, the global environment will pose new challenges for developing countries, with implications for the development agenda.** Responding to the economic slowdown will require the use of countercyclical finance; supporting the private sector and banking systems to weather the downturn; undertaking supply-side structural reforms; rebuilding investor confidence; and encouraging private investment in sectors that generate sustainable growth and employment. Increasing opportunities for women could further enhance productivity. In adopting strategies for technological advances, countries will be challenged to balance the need for high-tech with its implications for the labor market. Protecting the poor and the vulnerable while adjusting to cyclical

challenges must remain central to keeping development on track. Risk-based prevention will be needed to mitigate the impact of shocks and fragility, for example by shoring up disease and disaster prevention, addressing drivers of conflict, reinforcing climate resilience, and better supervising the financial sector to curb illegal finance and control risks. These challenges will be faced by all countries directly or indirectly, and thus require local, regional, and global solutions.

Internal Environment: World Bank Group Strategic Priorities

7. **Forward Look: A Vision for the World Bank Group in 2030.** The Forward Look reiterates the World Bank Group’s commitment to reach the twin goals in a sustainable manner. It proposes to do so in three ways: by (1) fostering inclusive and sustainable economic growth; (2) investing in people; and (3) fostering resilience to global shocks and threats. The Forward Look presents the World Bank Group’s plans to serve all of its client segments, scale up private sector mobilization, and lead on global issues, such as the Finance for Development agenda, the SDGs, the Paris Agreement on climate, and the Sendai Framework for Disaster Risk Reduction. It also promises changes to its business model to fulfill the paradigm shift that emerged from the Finance for Development agenda “*whereby official aid will need to be utilized strategically to catalyze public and private sector investments and to mobilize additional private capital.*”

8. **“Road to the Better World Bank Group”: The Cascade Approach.** Under the Cascade Approach, the World Bank Group has developed new principles of deployment (Figure 2). Its institutions are working together to link reform, investment, mobilization, and catalyzation to create, expand, or unlock private markets. The World Bank Group will also continue reforming operational, administrative, and human resources practices to become more agile and increase exposure in IDA and fragile and conflict-affected situations (FCSs).

Figure 2: The Cascade Approach



II. Work Program

9. **Influencing Change with Independent Evaluations.** Over the past five years IEG has increasingly moved to a strategic selection process for its major evaluations to ensure greater influence of each individual evaluation, and of all of them collectively.

10. **Pursuing Two Objectives.** IEG continues to pursue two objectives, each of them in three different ways:

- **Achieving the Twin Goals—What Works and Why?** Deepening evidence about the results of WBG programs and activities and their contribution to the World Bank Group’s strategic priorities and ultimately its twin goals. This objective is addressed through IEG’s three Strategic Engagement Areas (SEAs) (see paragraph 3, first bullet);
- **Real-Time Feedback on World Bank Group Reforms:** Generating evidence on operational choices so as to enable mid-course corrections and promote a stronger internal culture for results, accountability, and learning. This objective is addressed through IEG’s three strategic pillars (see paragraph 3 second bullet).

11. **Strategically selecting major evaluations.** In preparing this year’s work program, IEG kept strategic influence at the forefront of its consultation process with stakeholders and in its review of economic trends and development challenges (see paragraphs 5–6). IEG is thereby leveraging the work it carried out in prior years, including FY17, while using a strong selectivity process to align its future work program with priorities of the World Bank Group Board and management, and to address evaluation gaps (Appendix C). The following paragraphs provide a summary of past achievements and an outlook on the forward work program. Each of the listed evaluations for FY18 and FY19 is further described in Appendix A, and presented in summary in Table 1.

1. Major Evaluations: Achieving the Twin Goals (Objective 1)

12. **Aligning IEG’s 2015 SEAs with the World Bank Group’s “3 Ways.”** Following the World Bank Group’s adoption of the Forward Look in FY17, IEG is now adjusting its three SEAs to the “2 goals, 3 ways to achieve them” as follows: (1) Inclusive Growth becomes ***Inclusive and Sustainable Economic Growth***, which makes sustainability an explicit dimension of IEG’s newly defined SEA; (2) Sustained Service Delivery for the Poor becomes ***Investing in People***, where IEG will continue its emphasis on service delivery to the poor and the bottom 40 percent; and (3) Environmental Sustainability becomes ***Fostering Resilience to Global Shocks and Threats***, which broadens IEG’s environmental sustainability SEA. These newly defined SEAs are interrelated, so that a number of evaluations will address several SEAs simultaneously.

Inclusive and Sustainable Economic Growth

13. **Inclusive and Sustainable Growth has been a key focus area in IEG’s work.** In line with the World Bank Group’s central role in promoting economic growth that is inclusive and sustainable, IEG has had a strong set of evaluations conducted in this area. It will continue to do so, given its importance for client countries and the significance of the World Bank Group’s

services. The following provides a short retrospective of work accomplished and a brief outlook of planned evaluations under this SEA.

14. **Addressing the Twin Goals.** In view of the centrality of the twin goals as set out in the 2013 Strategy and reaffirmed in the Forward Look, IEG undertook two evaluations: *The Poverty Focus of Country Programs* and *World Bank Group Support to Shared Prosperity*. These shed light on how well the World Bank Group's activities are already aligned with these goals, and where adjustments are needed. The findings of both evaluations showed that the World Bank Group has longstanding experience in poverty reduction and in addressing distributional issues (even before the adoption of the Shared Prosperity goal). Analytical work in both of these areas has been promising. However, translating analytics into strategic choices and operational realities has been inconsistent and challenging. Likewise, theories of change that explain how a World Bank Group intervention would achieve the twin goals were often neither articulated clearly nor supported with relevant results or monitoring frameworks. Deliberate efforts will be required to strategize and operationalize the twin goals.

15. **Creating an Environment for Private Sector Development.** Over the past five years, IEG addressed various dimensions of creating an environment that promotes private sector development. In particular, IEG's evaluations covered the following topics: innovation and entrepreneurship development, investment climate reform, small and medium enterprise (SME) finance, public-private partnerships (PPPs), jobs and competitiveness, higher education, and the rural nonfarm economy. All of these play important and interrelated roles in private sector growth. In FY18–20, IEG will expand its work in this area by addressing the following issues: *Facilitating Trade* (FY18) will focus on trade-enabling infrastructure and implementation of diagnostic-based trade policy reforms that support private sector development. This evaluation is particularly timely in an economic environment with stagnant global trade, heightened trade policy uncertainty and subdued cross-border investment. Renewable energy is an essential avenue to sustainable and inclusive growth through improved energy supply, access, and energy security. Renewable energy equally plays an important role in mobilizing the private sector and in mitigating the impact of climate change. IEG's FY19 *Renewable Energy* evaluation will focus on energy generation (a key sector together with transport and buildings) and will deepen the FY15 review of IFC's experience and extend the analysis to the entire World Bank Group. *Fostering Regional Integration* (FY19) will assess the World Bank Group's transformational engagements through regional integration interventions covering, inter alia, the IDA 2003 Regional Pilot Program and the US\$2 billion regional IDA18 window as a timely input to the IDA replenishment. Other evaluations planned for FY20 include: *Reaping Digital Dividends* (impact of disruptive technologies on private sector development); *Strengthening Bank Stability and Intermediation* (impact on private sector growth and stability of deepening access to finance via the banking system); and *Role of Cities in Growth and Development* (understanding the factors that help to attract, retain, and expand private sector involvement in urban economies, and improving the competitiveness of cities as a pathway to eliminating extreme poverty and promoting shared prosperity).

16. **Mobilizing Finance.** The Forward Look sets out an ambitious agenda for transforming the World Bank Group's approach to mobilization by introducing the concepts of creating markets, that will be implemented through the Cascade. IEG's evaluations included various avenues through which the World Bank Group pursues mobilization of private capital: trade finance and SME finance (debt), capital markets, housing finance, and catastrophic drawdown loans (bonds),

guarantees, including policy-based guarantees (guarantees), and PPPs (advisory). In line with the Forward Look, reforms are under way in the area of direct and indirect mobilization of private capital. An evaluation of direct mobilization (*Mobilization of Private Capital*), originally foreseen for FY18, was postponed at the request of CODE. IEG is proposing an evaluation of the World Bank Group's past experience along the value chain of the 'Creating Markets' concept: linking reforms, investments, mobilization, and catalyzation to help build on this experience in the operationalization of the concept (*Creating New Markets* FY19).

17. **Institutions for Growth.** IEG's recent work on the public sector's capacity to create conditions for inclusive and sustainable growth has been limited. IEG's learning product *Tax Revenue Mobilization* (FY17) provided findings and lessons on factors that may increase development effectiveness in tax policy and administration to support a growth agenda. The Forward Look document states that in coming years, "the World Bank Group will continue to play its historical role" of "building solid institutions of governance and improving client capacity." A number of proposed IEG evaluations will seek insights that can inform future efforts to pursue the objective laid out in the Forward Look: *Public Finance for Development* (FY19) will provide a body of knowledge that can help the World Bank Group to boosting the role of public institutions, finance and policies in stimulating and supporting inclusive economic growth. Also, the fiscal sustainability discussion in this proposed evaluation will address the economic sustainability of growth trajectories. This evaluation is particularly timely as many countries among the WBG clients are still suffering from depleted fiscal buffers since the 2008 global financial crisis or since the end of the commodity super-cycle. Those countries, and many others, are struggling to find fiscal space to provide adequate services to their population and close their infrastructure gaps to support growth. The *Decentralization and Effectiveness of Sub-National Governments* (FY19) and *Institutional Capacity Strengthening* (FY20) will seek insights on what it takes for the public sector to effectively and efficiently provide better services, especially to the poor; it will thus be a source of evaluative knowledge on better linking institutional arrangements and capacity-building efforts to inclusive and sustainable growth objectives.

18. **Economic Sustainability of Growth.** Global growth has been subdued in recent years and recovery prospects are still uncertain. Weak investment and productivity growth weigh on medium-term prospects for WBG client countries. This low growth environment and prospects in turn will make it challenging to achieve the twin goals and the SDGs. In the coming years, protecting the poor and the vulnerable while adjusting to cyclical challenges must remain central to keeping development on track. Several recent IEG evaluations included issues related to the sustainability of growth. For instance, the FY14 *Public-Private Partnerships* evaluation found that only a few PPPs included analyses of the fiscal implications of PPP deals; this lack of analysis creates risks to the fiscal sustainability of such investments. IEG will invest in providing evaluative knowledge that can help sharpen the WBG's support for higher and sustainable economic growth in its client countries. IEG will address the theme in the following evaluations: A series of individual country program evaluations in FY19 and FY20 leading to a cluster country program evaluation in FY20, *Managing Economic Transitions*, will focus on how the World Bank Group has helped countries transition from low and volatile growth to high and sustained growth. *Public Finance for Development* (FY19) (see paragraph 17); *Facilitating Trade* (FY18) and *Fostering Regional Integration* (FY19); and *The Role of Cities in Growth and Development* (FY20) (see paragraph 15), which will explore and assess, inter alia, how policy and investment decisions about urban infrastructure, buildings, and land use are critical in preventing cities from being locked into

unsustainable development pathways, with a view to identifying good practices and drawing lessons from them.

Investing in People

19. **Human Capital.** The gap analysis (Appendix C.3), shows that IEG has extensively evaluated the human development sectors in recent years. In comparison to their size in the World Bank Group portfolio, IEG has undertaken a disproportionate number of major evaluations in these sectors (Appendix C.3, Figure C.3), except in education (Appendix C.3, Figure C.2). In FY17, IEG delivered a major evaluation, *Higher Education*, which helps close this evaluation gap. IEG will maintain coverage of human capital in its work program, consistent with the importance of this topic for World Bank Group clients and in light of some of the long-term global forces affecting human development. The *Health Services* (FY18) and *Demographic and Population Issues* (FY20) evaluations will provide further insights on investing in human capital as countries face new public health challenges (including epidemics) and different population trends in different client segments (for example, youth-related issues in low-income countries and aging-related issues in some high middle-income countries).

20. **Sustained Service Delivery for the Poor.** IEG's recent work has covered several service delivery topics. *Urban Transport, Water and Sanitation*, evaluations and *Gender in Community-Driven Development* learning product in FY17 provided findings and recommendations on expanding access, improving quality, and making service delivery models or markets sustainable. Together with older evaluations focused on service delivery, namely *Access to Electricity*, *Financial Inclusion*, *Micro-Finance in Africa*, *Health Finance*, and *Early Childhood Development*, IEG has a relatively comprehensive set of insights into service delivery to the poor (see Box 1 on the impact of early childhood development evaluation). Additional evaluations in FY18–20 will enhance efforts to ensure good, reliable public service delivery to the poor so they can invest in themselves and protect such investments in the event of crisis. *Forced Displacement* (FY18) will address the challenges (and opportunities) that widespread forced displacement present from the service provision perspectives. *Decentralization and Effectiveness of Sub-National Governments* (FY19) will address the subsidiarity and multi-institution dimensions of the financing and provision of services to the poor and vulnerable; and *Institutional Capacity Strengthening* (FY20) will address institutional capacity issues on policy and regulation as well as the supply, delivery, and monitoring sides of services to the poor.

Box 1: Influencing Change with Evaluative Evidence: Early Childhood Development.

The World Bank introduced two notable changes to the way it structures and organizes its early childhood development work, which at least in part were informed by IEG's evaluation. *World Bank Support to Early Childhood Development*:

First, the World Bank made an important shift in communicating the importance of early stimulation, adequate health and nutrition, and protection from vulnerable situations, which has helped to connect the early childhood development work with nutrition.

Second, the World Bank undertook a mapping process to prioritize countries with high stunting rates (an indicator of the risk of subsequent delay in children's development); in these countries it will increase its activities in early childhood development.

21. **Methodological framework on behavior change.** During the past two years of implementing this SEA, IEG developed methodological frameworks to systematically assess aspects of service delivery outcomes and their effects on

behavior change. These frameworks were applied to the *Urban Transport and Water and Sanitation*, evaluations in FY17 and are being applied to the *Health Services* evaluation to be delivered in FY18. To date, the methodological frameworks for service delivery and behavior change, have been shared within the World Bank Group through collaboration with relevant operational groups, Brown Bag Lunches, Results Measurement and Evidence Stream (RMES) sessions, policy notes, blogs, leveraging Community of Practice platforms, and the Global Development Indicators (GDI) portal. The knowledge accrued by this set of evaluations will be curated, in collaboration with the World Bank Group’s knowledge leads, to make it easy for operational staff to access and apply.

Fostering Resilience

22. **Considerable evaluative gaps exist on environment.** IEG’s last major environment evaluation was completed in 2012. Since then, only two environment-related learning products have been produced: one on *Land Administration* and one on *Environmental Development Policy Financing*, both delivered in FY16. Some of IEG’s other evaluations have addressed elements of environmental sustainability—for instance, *Urban Transport* or *Water Supply and Sanitation* under the service delivery SEA, the *SCD/CPF model*, or the *Clustered Country Program Evaluation of Small States*—but leaving considerable evaluative gaps in coverage of environmental investments. Moreover, several global forces discussed in paragraph 5 call for renewed attention to environmental issues. Through its forthcoming evaluations related to the broad theme of environment, IEG can help inform future World Bank Group engagements in this area so as to maximize value added and long term impact.

23. **Meeting the climate change agenda.** The Forward Look emphasizes the World Bank Group’s ongoing leading role in climate change in the follow-up to the Paris Agreement (COP21) and IDA18 commitments. A significant effort is required to shift from the Kyoto Protocol to this new agreement—a shift that should be informed by evaluative evidence from past experience. IEG will address this need with its evaluation of *Carbon Finance* (FY18). The evaluation of *Renewable Energy* (paragraph 15) also addresses climate change and resilience dimensions: switching from carbon to renewable sources of energy is an essential component of the climate agenda. In addition, it is the sector where considerable funding from the private sector will be mobilized for climate change, and therefore central to the World Bank Group’s commitments. Likewise, renewable energy is an essential avenue to achieve goals for energy access and supply, energy security, climate change, and private sector involvement. The World Bank Group’s forward orientation will benefit from the FY19 evaluation on renewable energy that will deepen an earlier learning engagement of IFC’s experience in FY15, based on self-evaluations, and extend the analysis to the entire World Bank Group.

Box 2: Rapid turnaround learning engagements: Climate Change

Climate Risk Screening Tool. IEG supported just-in-time insights on how the screening process for climate and disaster risks is being rolled out, with a view to informing the potential extension of the screening requirement under IDA17 to IBRD countries.

Climate Change Mitigation and Adaptation. At the request of the Climate Change Cross-Cutting Solution Area, IEG prepared a just-in-time lessons-focused synthesis of key findings from IEG evaluations in the recent five-year period, on the World Bank Group’s support for climate change mitigation and adaptation.

24. **Strategic effects of environmental pollution and degradation.** In addition, environmental pollution significantly affects client countries' inclusive and sustainable economic growth trajectories; they also affect people's health and ability to participate in the economy. IEG's evaluation of the World Bank Group's support to client countries to address pollution control issues, *Toward a Clean World for All*, will be delivered in FY18. Environmental degradation is a consequence of climate change and pollution, and often drives migration. IEG therefore plans to undertake an evaluation of *Environmental Degradation* in FY20 as a companion piece to the previous environmentally-focused evaluations.

25. **Resilience.** Though not an explicit part of this SEA, resilience has featured in several IEG evaluations, which culminated in the preparation of a synthesis of findings as a background report to an event IEG hosted during the 2017 Spring Meetings. Resilience matters in urban contexts. When urbanization is carried out in an inclusive and resilient manner it enables the sustainable reduction of poverty and improvements in shared prosperity. Decisions on urban infrastructure investments are critical to building resilient communities. The World Bank Group is redefining urban sustainability in terms of urban resilience, which includes social, environmental, and economic and financial dimensions. Given the broad new perspective of building sustainable urbanization via urban resilience, IEG plans to carry out a two-part major evaluation in FY19 (*Resilient Cities*) and FY20 (*The Role of Cities in Growth and Development*). In addition, IEG will address multiple dimensions of resilience under the upcoming evaluations on *Toward a Clean World for All* (FY18), *Renewable Energy* (FY19), *Public Finance for Development* (FY19), *Forced Displacement* (FY19), and *Strengthening Bank Stability and Intermediation* (FY20).

2. Major Evaluations: Providing Real-Time Feedback on World Bank Group Reforms (Objective 2)

26. **Real-time feedback at explicit request of the Board.** After the adoption of the 2013 World Bank Group Strategy, the Board asked IEG to provide early feedback on the implementation of the reforms entailed, to ensure timely course corrections. These IEG evaluations do not focus on results, and their timing is adjusted to ensure that the World Bank Group has gained sufficient experience to ensure a meaningful evaluation. The three strategic pillars—client engagement, Solutions Bank Group, and partnerships—have been reaffirmed in the Forward Look, which prioritizes assistance to all client segments, improving the business model to become more agile, and working in partnerships.

From Client Engagement to Assisting All Client Segments

27. **IEG has built, over the past three years, substantial knowledge on what works to render country strategies effective**, including three learning products in FY15: *Bank-IFC Cooperation in Country Strategies*, *Selectivity in Country Strategies*, and *Results Frameworks in Country Strategies*. Likewise, the clustered *country program evaluations on Resource-Rich Countries* and *Small States* aimed to help the World Bank Group realize opportunities to promote south-south learning among clients that face similar challenges. In FY17, IEG continued to build this knowledge base through its *Process Evaluation of the Early Implementation of the New SCD/CPF Country Engagement Model* as well as the early evaluation of the *Program for Results (PforR) instrument*. The planned cluster of country program evaluations on *Managing Economic Transitions* (FY20) will focus on several countries and how the World Bank Group has helped

them tackle their most difficult development challenges. The proposed evaluation on *World Bank Group Role and Convening Power in Changing the Development Landscape* will help in understanding the drivers of World Bank Group's effectiveness and value added in various client segments. The evaluation of IFC's *Approaches to Engaging Clients for Development Impact* (FY18), for example, assesses the main modalities of working with IFC clients, across sectors and regions, so as to inform the future implementation of IFC's client strategy and enhance its developmental value added.

Solutions Bank Group and the Agile Pilot

28. **IEG has done considerable work to support the World Bank Group's aspiration to be a Solutions Bank Group.** Whether Solutions Bank Group or Agile Bank, learning from experience, course corrections, and adaptation are essential. IEG's work on managing for results (M4R) includes evaluations of *World Bank Group Impact Evaluations, Learning and Results, Self-Evaluation Systems*, and the PforR instrument, the *Results and Performance of the World Bank Group 2016*, and a learning product on *Transformational Engagements*. These evaluations highlighted key weaknesses and constraints in the World Bank Group's approach to results, and made suggestions that could help overcome these challenges. CODE expressed interest in following up on this stream of work to support the conversation with World Bank Group management on the Agile Pilot. IEG will evaluate (i) the Solutions Bank Group model as implemented through the Global Practices and Cross-Cutting Solutions Areas (FY19); and (ii) World Bank Group convening power, which will cover, among other things, the partnership with the United Nations (FY20). The World Bank Group's convening power will also be addressed in other ongoing thematic and sector evaluations. Their findings will be used to inform the major evaluation.

Working in Partnerships

29. **IEG continues to integrate the review of partnerships into its major thematic and sector evaluations.** Three out of six FY17 thematic evaluations covered World Bank Group Partnerships. For instance, the evaluation of the *Rural Non-Farm Economy* reviewed the Global Agriculture and Food Security Program (GAFSP); the *Water Supply and Sanitation* evaluation reviewed the Water and Sanitation Program (WSP), the water supply and sanitation activities of the Public-Private Infrastructure Advisory Facility (PPIAF), and the Global Partnership on Output-Based Aid (GPOBA); and the evaluation on *Urban Transport* reviewed the Africa Transport Policy Program (SSATP) and the role played by the PPIAF. Partnerships will be included in relevant evaluations, but no standalone evaluation is foreseen.

30. **Special focus on Engaging Citizens.** Apart from formal partnerships like those listed above, IEG is undertaking an evaluation of the World Bank Group's *Approach to Engaging Citizens* and its effect on development effectiveness, scheduled for delivery in FY18.

PROPOSED MAJOR EVALUATIONS

31. **IEG proposes to undertake the following major evaluations.** IEG will continue to produce eight evaluations each year, except FY18, when the evaluation of direct mobilization of private capital is to be postponed. The resources freed from this evaluation will be used to finance

Meso evaluations. A one-page summary for each of the proposed major evaluations for FY18 and FY19 is provided in Appendix A. The list of evaluations for FY20 is indicative and will be subject to review and confirmation in next year’s work program discussion when a total of eight major evaluations will be agreed.

Table 1: Proposed Major Evaluations for FY18–20

	FY18	FY19	FY20
Obj. 1: What Works & Why?	Inclusive and Sustainable Economic Growth		
	Facilitating Trade	Public Finance for Development	Managing Economic Transitions CCPE
		Creating New Markets	Reaping Digital Dividends
		Fostering Regional Integration	Strengthening Bank Stability and Intermediation
		Renewable Energy	Role of Cities in Growth and Development
	Investing in People		
	Essential Health Care	Decentralization and Effectiveness of Sub-National Governments	Institutional Capacity Strengthening
	Forced Displacements		Demographic and Population Issues
	Fostering Resilience		
	Clean World for All	Resilient Cities	Environmental Degradation
Carbon Finance			
Obj. 2: Real-Time Learning	Helping Clients Tackle the Most Important Development Challenges		
	IFC Client Engagement Model	WBG Convening Power	
	Becoming a Solutions Bank		
		Process Evaluation of GPs/CCSAs	
	Working in Partnerships		
Engaging Citizens			
	RAP		
	RAP 2017- Environmental Sustainability	RAP 2018 – TBD	RAP -2019- TBD

3. Meso Evaluations

32. **IEG proposes to launch in FY18, on a pilot basis, meso evaluations, in response to the strong demand for smaller, more focused, just-in-time evaluations.** With only eight major evaluations per year, IEG is unable to meet management and shareholder demand for additional major evaluations. Both management and CODE members have expressed interest in faster, more focused, just-in-time IEG evaluations to contribute evaluative evidence and learning to the search for effective solutions to specific development challenges as they arise.

33. **Meso Evaluations will have a strong focus on learning and a nimble processing protocol to maximize responsiveness and value added for the World Bank Group.** Meso evaluations will focus on distilling and sharing with World Bank Group management evaluative findings and lessons on well-defined specific topics from past work, and will include additional focused work to deepen analysis and insight. With one or more World Bank Group units expressing interest in the topic and ready to act as IEG's technical counterparts, meso evaluations will not include recommendations or action plans; rather, they will focus on lessons for future learning and feedback loops. To promote learning outside the World Bank Group, and in line with IEG's access to information policy, meso evaluations will be published on IEG's website, and will be submitted to the Board for information.

34. **Flexibility to determine topics for meso evaluations during the fiscal year will contribute to greater responsiveness.** Unlike Major Evaluations, the topics of focus for Meso Evaluations will not be determined ex ante, so that IEG can respond to just-in-time requests from World Bank Group management. The number of meso evaluations will not exceed three in FY18.

35. **Implementation Arrangements.** In FY18, the pilot meso evaluations will be financed by reducing the number of major evaluations by one. Their budget and timeframe for delivery will be limited to ensure that they are responsive and cost-effective. A process guide will be agreed with World Bank Group management prior to the start of the first meso evaluation; it will be used in the pilot phase, and revised and formalized afterwards should meso evaluations become a regular IEG evaluation instrument. The experience with meso evaluations will be reviewed together with World Bank Group management. CODE will receive a report.

4. Country Program Evaluations

36. **CPEs are a crucial tool to enhance accountability and learning for results in country programs.** These evaluations relate directly to the Forward Look's focus on serving all its client segments according to their needs. Therefore, IEG proposes to conduct several single-country or

Box 3: From Rapid Synthesis to Meso Evaluation: Equity Investments

In response to information needs of senior management at IFC, IEG prepared an analysis of its existing data on equity investments. The analysis compared financial and development outcomes of equity investments, with blended (equity and loans), and loans (only) to understand their respective performance.

The findings were useful, but they:

- Had to be caveated in that the sample size of existing evaluations is limited;
- Could not provide insights into factors that explain these results, due to limited information.

A Meso evaluation will provide additional evaluative evidence to deepen understanding and inform decision-making.

clustered CPEs every year. For FY18, IEG proposes to conduct a CPE of Mexico, to complement the evaluative stocktaking on middle-income countries in FY17, and continue building knowledge and lessons about the World Bank Group's role in these countries. In addition, IEG will undertake a CPE of the Rwanda program. CPEs planned for FY18–20 will inform a clustered CPE on *Managing Economic Transitions* planned for FY20. In this evaluation, IEG will assess the World Bank's support for countries that successfully managed to transition from low or volatile growth paths to sustainable and higher growth, a topic that is relevant in the current low-growth context.

5. Project Level Evaluations and Validations

37. Project Performance Assessment Reports (PPARs) are a crucial tool for assessing performance at the project level and for extracting lessons of experience for future project design. The coverage of PPARs increased from 19 percent of closed World Bank projects in FY16 to 23 percent in FY17. IEG has used such project-level evaluation data to carry out portfolio analysis in major evaluations and to contribute to raising awareness and building the capacity of the World Bank Group's operational staff, presenting the findings and lessons at corporate events and sector weeks. IEG will continue to maintain its coverage of PPARs at around 20–25 percent of closed World Bank projects. Regarding IFC and MIGA, the ongoing review of the PPAR instrument will inform the way in which this business line will be adjusted before IEG continues or modifies its implementation.

38. Validations of Self-Evaluations. IEG performs an important due diligence role in reviewing and validating self-evaluations to confirm whether project ratings are sufficiently substantiated with evidence and warranted. IEG will aim for a 100 percent coverage of closed World Bank project self-evaluations, which is essential to ensure validity of trend data reported in the annual *Results and Performance* report (RAP). IEG will maintain its standards for reviewing country learning reviews (CLRs), and project completion reports (ICRRs, XPSRs, PCRs and PERs) of the three World Bank Group institutions, while working with management on any necessary updates. For instance, the reform of the Implementation Completion Report of the World Bank will require adjustments to IEG's review process and system.

6. Learning Engagements

39. At the request of the Board, IEG has invested in promoting learning from independent evaluation at the World Bank Group. Following a thorough review of IEG's earlier pilot of learning products, IEG significantly revamped its efforts in this area in FY17. A new series of learning engagements is aimed at helping the World Bank Group's staff and clients to absorb and apply knowledge from IEG evaluations. IEG carried out a total of 11 Learning Engagements in FY17 (Table 2), covering a wide range of topics, and demonstrating management's strong demand to build on IEG's findings to improve operational processes and development solutions.

40. Given the high demand for Learning Engagements, IEG proposes to continue the pilot in FY18, and to assess the pilot before end-FY18. IEG committed \$750,000 in FY17 for learning engagements, and demand for this product is already building up for FY18. Given World Bank Group management's increasingly strong interest in learning from evidence, and the suitability of the Learning Engagement product to support this effort, IEG proposes to extend the

pilot by one year, allocating \$750,000 of its FY18 budget to this vehicle. An additional year will allow results from the first year to consolidate, and will support the assessment of the pilot in FY18, which will then inform decisions regarding learning engagements for FY19.

Table 2: Learning Engagements approved in FY17

S. No	Topics	WBG Co-Sponsors
1	Defining and Measuring Project Outcomes	OPSRR
2	Developing the Post-Completion Evaluation (PCE) Prototype	OPSPQ
3	Service Delivery: Deriving and Sharing Lessons Learned from the Evaluation Evidence, & Socializing IEG's SD Evaluation Framework	GDI
4	Learning from the Past, Building for the Future: Sharing Lessons Learned from Evaluative Evidence, Combining Evidence with New Approaches, and Socializing IEG's New Behavior Change Tool (CRI2SP) for Future Evaluations and World Bank Operations	GPVGE, GWAGP, GINI
5	Learning from the World Bank's Support of Student Assessment: Stakeholders Perceptions in Brazil, Laos, and Kyrgyz Republic	GEDGE
6	Developing Resilience Building Results Frameworks and Indicators: Sharing Lessons from IEG's Evaluative Evidence in Sustainable Development	GGSCCE
7	Building Resilience—A Synthesis of Recent IEG Experience	GSP05, GCCDR
8	IEGSD Collaborative Exchanges on Performance Measurement and Monitoring at the Transport, Agriculture, and Water Weeks	GWA05, GFAGE, GTISO
9	Addressing Situations of Fragility, Conflict, and Violence in Middle-income Countries: "What to do and How to do it" with World Bank Operations	GCFDR
10	Learning from the World Bank's Support of Nutrition in Senegal	GHN13, GHNGF, GHNDR
11	Guidance for the New "Brief" ICR Process, Developed Using a Participatory, Evaluative Approach	OPSPQ

41. **IEG has continued to deliver a range of brief, “just-in-time” learning and synthesis summaries and notes**, often at the request of World Bank Group technical units. Recent examples include brief learning notes on advisory risk management, results measurement, global microfinance, and capacity building for advisory teams. These engagements enabled constructive discussion on issues related to project structuring and preparation. A series of sector highlights provided on-time summaries of findings based on recently completed project evaluations, organized by sectors and targeted at midlevel managers and operational staff. In addition, IEG developed learning-focused products with user-centric approaches that made them engaging and accessible. In collaboration with the World Bank Global Operations Knowledge Management Department (GOKMU), all IEG FY17 learning products have been published in the World Bank's Open Learning Campus.

III. Enhancing IEG Impact

1. Objectives

42. **IEG endeavors to maximize its impact by aligning its work program with the most relevant priorities of the World Bank Group and its clients and by continuously improving the way it works.** During the past five years, these efforts have led to a wide range of internal reforms, including realigning business lines, enhancing quality and credibility, increasing knowledge and communication, better monitoring the implementation of evaluation recommendations, strengthening efforts to develop evaluation capacity externally and internally, and more recently the implementation of recommendations of the external review of IEG.

2. Expected Impact and Results Framework

43. **IEG has upgraded its Results Framework to improve its alignment with its mandate and with its intended outcomes.** Following the example of the World Bank Group's Corporate Scorecard, IEG's Results Framework is three-tier structure (Appendix B that relates IEG's *inputs* (Tier 3), *outputs* (Tier 2), and *outcomes* (Tier 1), and establishes a clear line of sight between IEG's proposed outcomes and its mandate. Furthermore, it aligns IEG's results chain with the principles established in the new World Bank Group Evaluation Framework to maximize the use of evaluations. Targets have been set at ambitious yet realistic levels. In parallel, IEG is updating its Theory of Change to align it more closely with its new Results Framework.

3. Implementing the External Review Recommendations

44. **Significant progress has been made on all recommendations of the External Review.** The External Review of IEG provided eight strategic recommendations to enhance IEG's impact (Box 4). Despite the tight timeline, most recommendations have been or are close to being implemented, including the development of a World Bank Group Evaluation Framework (Appendix D).

Box 4: IEG's External Review—Recommendations

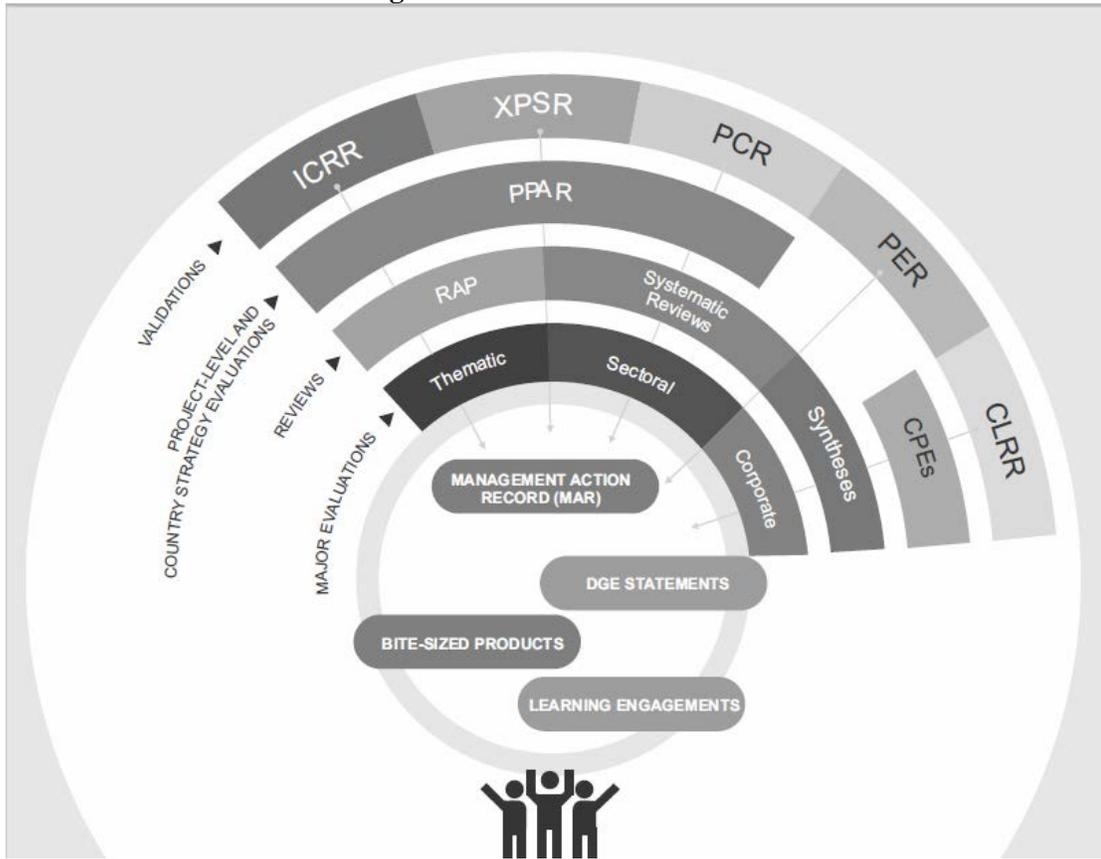
1. IEG should remain an independent unit within the World Bank Group with clear accountability and learning responsibilities.
2. Regular independent external reviews of IEG should normally be conducted every five years; however, CODE reserves the flexibility to determine the appropriateness of delaying or expediting the timing of the review.
3. A single six-year non-renewable term for the Director-General, Evaluation (DGE) should be established, with no possibility of entry or re-entry into the World Bank Group.
4. The World Bank Group should develop an institution-wide, principle-based living evaluation policy, and establish terms of reference for IEG; IEG should develop a 4–5-year strategy.
5. CODE's oversight functions should be strengthened.
6. The quality, relevance, usefulness, credibility, and influence of IEG's work should be enhanced.
7. The process for major, thematic, and sectoral evaluations should be adjusted.
8. IEG's work should be broadened to build monitoring and evaluation capacity in client countries, in partnership with the World Bank Group, other multilateral development banks, development organizations, and the countries themselves.

4. Realigning and Streamlining Business Lines

45. **IEG endeavors to optimize the relevance of its product lines and the efficiency and effectiveness of its products.** In reviewing its business lines and considering changes, IEG has prioritized increasing utility, credibility, and independence as primary principles—in line with the forthcoming Evaluation Framework. Some examples include:

- **PPARs.** IEG completed in FY17 an update of the methodology and procedures for PPARs. A new template will be piloted in FY18 to enhance readability and accessibility, and greater emphasis placed on outreach.
- **Advisory Services and Analytics (ASA).** In FY17, IEG developed guidelines for evaluating the World Bank’s ASA projects, which were discussed with World Bank management. The FY18 Carbon Finance evaluation, in particular, will use these criteria to evaluate ASA projects in its portfolio review. The criteria will also be piloted in ASA projects in the Trade & Competitiveness sector in the form of a learning engagement. This sector has potential for learning exchange between IFC and World Bank practices in the evaluation of advisory services. The ASA evaluation guidelines will be reviewed based on these pilots.
- **ICRs.** Following the Committee on Development Effectiveness (CODE)’s review of *Behind the Mirror: A Report on the Self-Evaluation Systems of the World Bank Group*, a working group of IEG and World Bank staff was set up to review the Implementation Completion and Results (ICR) system and identify areas where the process could be streamlined. The working group agreed on a simplified format and intends to launch the revised ICR on July 1, 2017. To encourage more constructive interactions between IEG and operational departments, IEG has increased outreach to PMSO/Quality staff in Global Practices on ICRRs. Through targeted meetings on specific topics and presentations at sector weeks, these interactions have been raising awareness about IEG’s ICRR methodology and practice, and about data and evaluation evidence available to operational staff. ICRRs are now being processed in a timely manner through an improved ICRR IT platform, which directly links to the World Bank’s Operations Portal. As indicated in last year’s work program, a system of markers was introduced to generate key data for assessing the World Bank Group’s progress on the twin goals. These markers generate key data on gender and safeguards, which have been incorporated in the 2016 RAP report.
- **PCRs/ PERs/ XPSRs.** IEG updated the guidelines for IFC self-evaluations and is in the process of updating the equivalent MIGA guidelines. The revised guidelines for advisory PCRs and investment XPSRs are under implementation and IEG is working with IFC to provide needed training. The guidelines for MIGA’s PERs are being revised and will be implemented in FY18. With MIGA, IEG is also developing evaluation standards for MIGA’s Non-honoring of Sovereign Financial Obligations.

Figure 3: IEG's Business Lines



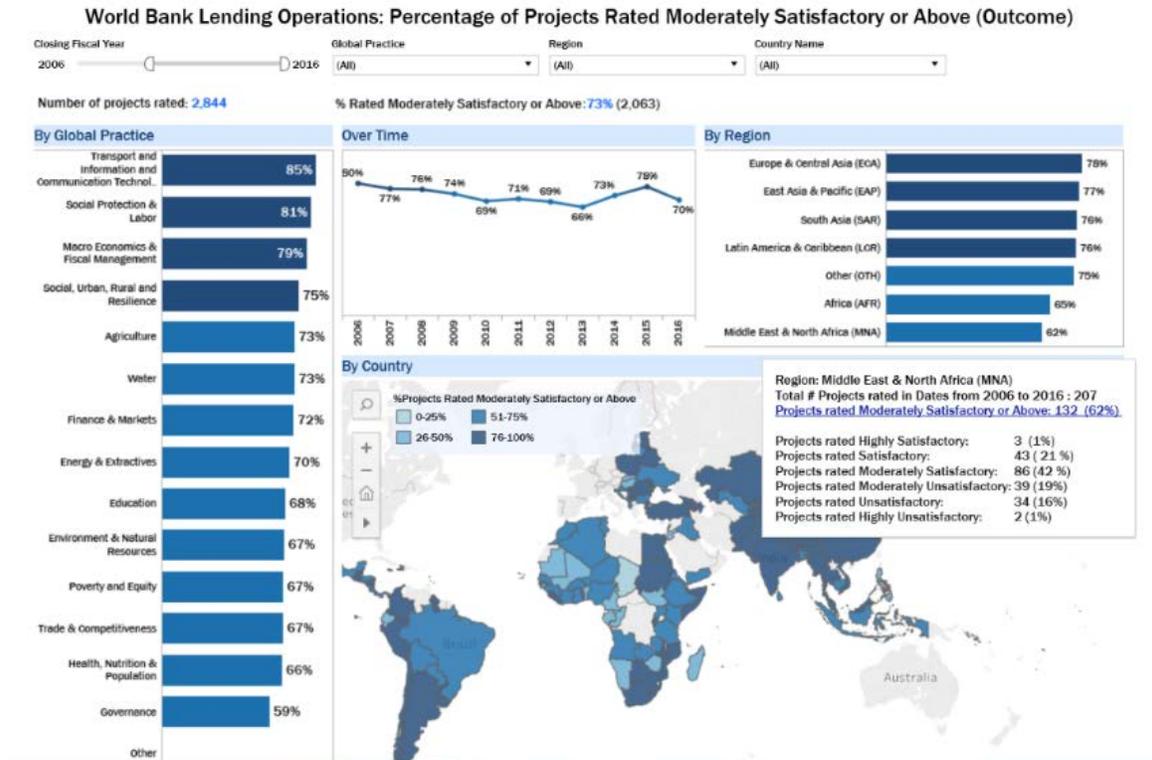
5. Enhancing Quality and Credibility

46. **In FY17, IEG strengthened its quality assurance process, portfolio analyses, and evaluation methods**, under the direction of IEG's Methods Advisory Function (see Appendix E). Strengthening the quality assurance framework included refining the process for selectivity and prioritization of the work program (see paragraphs 9-11), creating a Methods Advisory Function with the responsibility to provide methodological and quality assurance support for major evaluations, and to reinforce their quality review process. IEG has continued to invest in testing, adapting, and developing new methods and data to maintain cutting-edge rigor and quality in portfolio analysis and the evaluation of World Bank Group interventions, while achieving efficiency gains. Finally, IEG has continued to invest in the methodological skills of its staff.

47. **IEG has continued to mainstream gender, partnerships, and other key strategic issues in its evaluations.** IEG has continued to mainstream key strategic issues in its evaluations. Methods to generate gender-differentiated insights and methods to assess partnership considerations have been successfully introduced in evaluations. In addition, toolkits for incorporating behavioral change and service delivery lenses have been developed as part of IEG's SEAs for evaluation.

48. **IEG substantially improved its data infrastructure.** DataMart, IEG’s relational database of ICRR information, has been expanded to include more ICRR fields, and it migrated to an ITS-managed SQL server. These changes will make more data available to evaluators and expand access to these relevant data to all WBG staff. The external website’s data visualization of ICRR and PPAR ratings has also been redesigned to make it easier for users to explore the data (Figure 4 below).

Figure 4: Extract from IEG’s Improved ICRR DataMart



6. Enhancing Knowledge and Communications

Outreach and dissemination

49. **The ultimate goal of IEG’s outreach and dissemination activities is to help expand IEG’s influence with key stakeholders, thereby increasing the use of IEG knowledge.** FY17 efforts have focused on three strategic priorities: 1) increasing the accessibility of IEG’s knowledge; 2) engaging with users of IEG knowledge; and 3) partnering with the World Bank Group’s Knowledge Management communities to incorporate IEG knowledge into their solutions.

50. **Increasing accessibility and tracking learning.** To increase the accessibility of its knowledge, IEG redesigned its external website in FY17 and increased the use of user-centric design for its products. The website now has a more intuitive interface and improved tagging and search so users can more easily find the information they are looking for (Figure 5). To increase engagement with users of IEG knowledge, IEG scaled up dissemination support for its major

evaluations, hosting high-visibility events to support outreach and learning. During the first half of FY17, IEG hosted 35 learning events, which reached 846 participants. Feedback shows that IEG events are well received by stakeholders and highly rated for content, learning outcomes, and overall delivery quality (Figure 6). In FY17, IEG also delivered a Board Seminar on “Using IEG Evidence to Inform Board Discussions.”

Figure 5: IEG Revamped Webpage

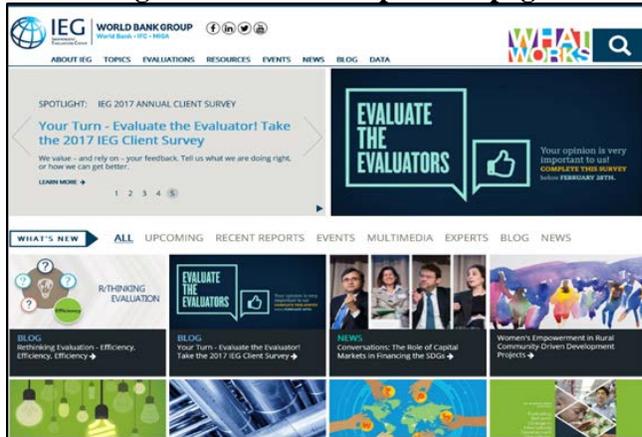
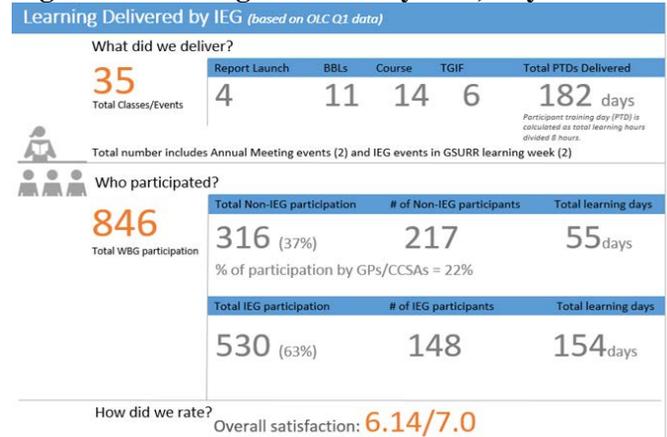


Figure 6: Learning Delivered by IEG, Key Numbers



51. **To partner with the World Bank Group’s Knowledge Management community, IEG initiated several projects with GOKMU and the IFC Knowledge Management and Learning Division.** At the World Bank, IEG shared with GOKMU key findings from its *Learning and Results at the World Bank* evaluation so that these could be addressed in the World Bank’s Knowledge Management (KM) Action Plan. IEG worked with the KM team in Chennai to ensure that lessons from IEG ICRRs and PPARs are included in the Knowledge Packages sent to World Bank task team leads at project initiation. IEG also gave the KM team with access to several of its databases to respond to information requests from World Bank operational teams. IEG has also worked with GOKMU on a pilot using its project clustering tool to identify relevant portfolios for major evaluations. At the IFC, IEG has promoted its LessonFinder tool, which experienced a sharp increase in usage in FY17. In addition, IEG is preparing inputs to the knowledge asset inventory which the IFC KM team is producing. Finally, IEG is a cosponsor of the WBG KnowledgeMatters Community of Practice.

52. **These knowledge and communication strategies contributed to IEG’s stakeholders rating it highly for the relevance, quality, and impact of its work in the 2017 Client Engagement Survey.** In this survey, the World Bank Group Board, staff and management, and external stakeholders rated IEG positively on most indicators. Ninety percent of board respondents, 82 percent of staff, and 83 percent of external stakeholders rated IEG’s independence as high. Respondents across all three audiences perceived IEG’s work as very relevant to the World Bank Group’s mission (55 percent for staff, 73 percent for externals, and 83 percent for the Board). On quality, overall satisfaction with IEG products improved across all audiences in 2017 to 80 percent for staff (up from 74 percent in 2015), 86 percent for the Board, and 95 percent for external stakeholders.

Knowledge and Communication Infrastructure

53. **To enhance the ease and quality of accessibility of IEG data and knowledge by internal and external users, in FY17, IEG improved its knowledge and communications infrastructure** in four areas: website design, email communications, ratings data management, and access to information processes. In addition to the website redesign, IEG moved its email marketing communications to a more robust platform that allows IEG to better target and track the effectiveness of its communications with key stakeholders. These efforts have led to an increase in online consumption of IEG evaluation products and in the number of IEG subscribers. IEG's social media channels continued to perform well, and now exceed 90,000 followers across Facebook, Twitter, LinkedIn, and YouTube.

Outreach, access, synthesis, efficiency

54. **In FY18–20, IEG will further invest in strengthening its outreach.** Building on the infrastructure implemented in FY17, IEG will continue to better target communications to serve the unique needs of its different key stakeholder groups. Reaching more stakeholders, more effectively, more systematically, and with timely and relevant insights, remains a priority. A key target audience will be World Bank Group staff and management, with the goal of further increasing the use of IEG evidence to inform project and strategy design for better outcomes.

55. **IEG will continue to seek opportunities to synthesize its knowledge and make it available to stakeholders when they need it, in accessible formats.** Building on its FY17 agreement with GOKMU for IEG evidence to be included in the Knowledge Packages provided to operational staff at key steps in the project cycle, IEG will explore packaging IEG lessons to World Bank Group staff transitioning to new roles, such as newly appointed country directors, for example. IEG Thematic Coordinators will continue to engage with GP/CCSA staff and management at key moments, such as before their respective Learning Weeks.

56. **Furthermore, IEG will continue to grow its core outreach channels** (the website, social media, newsletter, events) and to explore more innovative and accessible ways to engage its stakeholders. IEG will continue to leverage internal World Bank Group channels such as the Open Learning Campus, and external distribution partnerships to ensure maximum visibility for IEG products. Significant investments will go toward growing IEG's presence and effectiveness on LinkedIn, because this channel has proven to be the most effective for reaching and engaging key external stakeholders.

57. **IEG will also continue its efforts to increase system efficiency,** and will undertake phase two enhancements to the ICRR system, continue to enhance the user experience for the Management Action Record (MAR) system, and explore options for a new Access to Information tracking system while Lotus Notes is decommissioned.

7. Monitoring Implementation of Evaluation Recommendations

58. **In FY17, IEG collaborated with Operations Policy and Country Services and IFC and MIGA Strategy Units to pilot new ways to engage on recommendations and action plans for major evaluations.** In line with Recommendation 7 of the External Review, IEG has been conducting six pilots aimed to “create a more constructive working environment that improves

accountability and foster a stronger culture of accountability, learning, feedback loops, course correction and solution-based continuous improvement.” These pilots started in FY16 and continued in FY17, and although their assessment will only take place in FY18, they have already produced valuable lessons and increased understanding between IEG and its counterparts.

59. For FY18, IEG would like to go beyond the lessons from these pilots to explore how CODE, World Bank Group management, and IEG can further reform the Management Action Record. To this end, IEG will be piloting a strategic review of the MAR regarding three themes for which there have been many evaluations over several years: environmental sustainability, private sector development, and managing for results.

IV. Building Evaluation Capacity

60. IEG’s mandate includes encouraging and assisting developing member countries to build effective monitoring and evaluation (M&E) associations, capacities, and systems. The External Review recommended that “IEG’s work should be broadened to build M&E capacity in client countries, in partnership with the WBG, other MDBs, development organizations and the client countries themselves.” Building on CODE’s guidance for a balanced approach that deepens IEG’s work in evaluation capacity development while maintaining IEG’s core focus on the independent evaluation mandate, IEG’s evaluation capacity development work is undertaken through partnerships, namely, Centers for Learning on Evaluation and Results (CLEAR), International Program for Development Evaluation Training (IPDET), and selective direct efforts.

CLEAR

61. In FY17, IEG helped the CLEAR centers adopt more strategically selected service offerings and strengthen their business-oriented management approach. IEG also developed and launched tools for the CLEAR centers to track outcomes and indicators of their financial sustainability. IEG’s analytical work in FY17 for the CLEAR Annual Report¹ introduced a more outcome-oriented approach to articulating CLEAR’s results. In parallel, IEG developed in coordination with CLEAR partner donors, a log frame with indicators and targets, based on a revised CLEAR theory of change.

62. A partnership between CLEAR and the International Fund for Agricultural Development (IFAD) was formalized in FY17 with IFAD’s board approving a \$3.5 million grant over three years to offer a global M&E curriculum and certification framework (in English, French, and Spanish). The centers’ collaborative work to develop the curriculum and select and train the trainers was launched in FY17, in preparation for the first course’s launch in Rome in the Fall of 2017.

63. CLEAR donors extended the end date of the IEG-managed trust fund from 2018 to 2021. Following this extension, current donors signed agreements for supplemental contributions to CLEAR. This increased funding and time will enable IEG to continue its work with the CLEAR

¹ CLEAR’s Annual Report, launched in early February 2017, assessed for the first time CLEAR’s progress toward achieving intermediate outcomes. See <https://www.theclearinitiative.org/resources/clear-annual-report-2015-2016>.

centers, preparing a Phase 3 strategy that will further enhance the CLEAR network’s strategic relevance, effectiveness, and impact.

IPDET

64. **After publishing the FY16 IPDET Strategic Review, IEG has worked in FY17 to renew the IPDET curriculum.** Nearly 60 percent of the new class modules have been drafted and the remaining work is expected to be completed by the end of FY17.

65. **IEG is revisiting its working relationship and priorities for IPDET.** In March, Carleton University, IEG’s long-term partner for IPDET delivery, decided to disengage from IPDET. Consequently, the 2017 summer program will not be offered. This change does not mean the end for IPDET; IEG is working with IPDET founders and donors on assessing options for the future.

66. **In FY18, IEG will complete its strategic reset of IPDET by:**

- **Identifying a new delivery model for the renewed IPDET program.** The new model will be more sustainable and will incorporate the updated curriculum developed in FY17. In FY18, IEG will explore and assess options around what IPDET could be, with input and guidance from the evaluation community, donors, and IPDET’s supporters over the years, with a view to delivering the next IPDET program in the summer of 2018.

Selective Direct ECD Efforts

67. Beyond its leadership in CLEAR and IPDET, in FY18–20, IEG will:

- **Continue to scale up the use of local talent in IEG evaluation work**, as members of evaluation teams and as peer reviewers, when feasible, following the targets set up for FY18–20.
- **Continue to provide good practice notes and other relevant tools** drawn from IEG evaluation work, and broaden IEG’s learning engagements with operational staff to help strengthen M&E systems in World Bank Group operations.

68. **IEG’s use of local consultants has been increasing, and new targets have been set to consolidate this trend.** IEG has set ambitious targets to continue recruiting local consultants (Table 3) and is committed to ensuring that they learn from their contributions to IEG work.

Table 3: Use of Local Consultants, Targets for FY18-20

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

69. **Stronger M&E systems in World Bank Group operations** through learning engagements with operational staff (for example, ‘Defining and Measuring Project Outcomes’, ‘Collaborative Exchanges on Performance Measurement and Monitoring’), its co-sponsorship of the Results Measurement and Evidence Stream (RMES) learning days, and engagement with counterparts involved in the self-evaluation reform initiatives. IEG has continued to respond informally to demand from World Bank Group teams working on initiatives to strengthen client countries’ M&E systems and capacity building by sharing good-practice evaluation capacity development tools and by connecting them with partners engaging in M&E capacity development.

70. **Actively sharing knowledge, methods, and practices with development partners.** For instance, in collaboration with the Asian Development Bank and the East Asia CLEAR center, IEG led several sessions during the Asian Evaluation Week on how to institutionalize the production, demand, and use of evidence for measuring and improving the effectiveness of policies and programs.

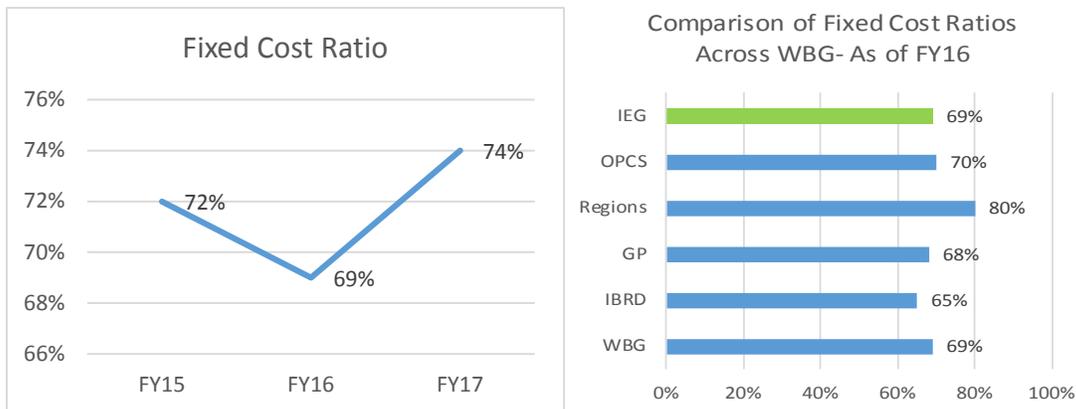
71. **Promoting evaluation capacity in the global public agenda,** focusing on strengthening the relevance, coherence, and impact of development partners’ investments in capacity development, through continued collaboration with key players like EvalPartners, the OECD/DAC EvalNet Task Group, the Evaluation Cooperation Group, and the UN Evaluation Group.

V. Staffing and Budget

1. Human Resources

72. **Faced with a growing fixed cost ratio, IEG has made prudent staff management a priority.** Over the past five years, IEG reduced senior level positions in line with World Bank Group practices—for instance, dropping the number of GI positions from seven to three—with the dual purpose of moving resources to the front line of IEG’s work and controlling the fixed-cost ratios. In FY16, delays in filling some vacancies contributed to a decline in the fixed-cost ratio, bringing IEG within the World Bank Group average. As the vacancies were filled in FY17, the fixed-cost ratio increased sharply (Figure 7), placing IEG well above average rates in the World Bank Group. Therefore, IEG has made prudent staff management a priority to reduce its fixed-cost ratio.

Figure 7: IEG’s Fixed-Cost Ratio: Evolution and Comparison with Other World Bank VPUs



73. **Thus, a Strategic Staffing Exercise is being conducted by IEG in FY17.** This exercise aims at ensuring alignment between IEG's skill mix and its forward-looking needs for competencies as well as between its staffing level and budget trajectory. The exercise establishes strategies to better manage staff and develop skills needed for the future while controlling headcount and staff cost.

2. Budget Proposal

74. **Flat budget request in real terms.** To accomplish its FY18 work program, IEG's budget request is \$36.93 million World Bank budget to be approved by the Board and \$0.6 million to be financed by trust funds. In line with World Bank Group practice, all figures in Tables 4–6 are presented in nominal terms. The requested budget is consistent with the flat budget framework in real terms. Excluding the institutionally mandated increases due to the revised benefit rates and price factor (see next paragraph), IEG's FY18 budget would be \$33.57 million compared with \$33.63 million in FY17. The shares of contribution from each of the three institutions (World Bank, IFC, MIGA) remain broadly unchanged from prior years.

75. **FY18 budget takes into account changes in the application of institutional benefit rates and price factor.** The World Bank and MIGA are changing administrative arrangements for the application of institutional benefit rates. The cost and budget allocation for these are being devolved to vice-presidencies. Budgeted benefit rates in vice-presidencies will therefore increase from 50 percent of salaries to 70 percent starting in FY18. Because of this change, IEG is expected to receive an additional \$2.56 million (for World Bank and MIGA), which will be offset by higher staff costs. In addition, IEG will receive an inflation adjustment of \$0.8 million (\$0.6 million and \$0.2 million from the World Bank and IFC, respectively) in line with World Bank Group practices.

76. **Expenditure Review targets accomplished.** IEG completed the implementation of its expenditure review measures. As a result, its budget decreased by a cumulative \$2.8 million by FY17. IEG management continues its commitment to manage its resources prudently and to achieve savings to finance necessary improvements.

Table 4: IEG Budget -- WBG Institution Contributions, FY15–20

IEG Budget, WBG Institution Contributions (BB only), FY15–20						
<i>(in nominal dollars)</i>	<i>at 50% benefit rate</i>			<i>at 70% benefit rate</i>		
	FY15 Budget \$m	FY16 Budget \$m	FY17 Budget \$m	FY18 Proposed \$m	FY19 Indicative \$m	FY20 Indicative \$m
WB Contribution	26.5	26.7	26.1	29.2	29.8	30.5
IFC Contribution	7.0	7.0	6.9	7.1	7.4	7.6
MIGA Contribution	0.6	0.6	0.6	0.7	0.7	0.7
Total IEG	34.1	34.3	33.6	36.9	37.9	38.7
Contribution as % of IEG Funding						
WB	78%	78%	78%	78%	78%	78%
IFC	20%	20%	20%	20%	20%	20%
MIGA	2%	2%	2%	2%	2%	2%
Total	100%	100%	100%	100%	100%	100%

1/ FY16 and FY17 budget number shown are actual budgets received and differs slightly from the numbers shown in FY17 budget document (FY16 was shown as 34.0 and FY17 was shown as 33.8).

2/ FY18-20 includes changes in benefit ratio from 50% to 70% for WB and MIGA - impact is about \$2.56 million.

3/ As in prior years, IEG's budget remains about 1% or below the Net Administrative BB Budget for all three institutions.

Table 5: Expenditure Trends by Expense Category, FY15–20

Expenditure Trends by Expense Category, FY15-20 (BB only)						
<i>(in nominal dollars)</i>	<i>at 50% benefit rate</i>			<i>at 70% benefit rate</i>		
	FY15 Actual \$m	FY16 Actual \$m	FY17 Estimate \$m	FY18 Plan \$m	FY19 Indicative \$m	FY20 Indicative \$m
Fixed Costs						
Staff Salaries	14.7	13.7	14.9	15.1	15.1	15.0
Staff Benefits	7.3	7.0	7.3	9.7	9.7	9.6
Communications and IT	1.1	1.2	1.2	1.2	1.3	1.4
Equipment and Buildings	1.4	1.7	1.5	1.5	1.6	1.7
Total Fixed Costs	24.4	23.6	24.9	27.4	27.7	27.7
Variable Costs						
Consultants and Temps	6.5	7.2	7.0	7.0	7.2	7.5
Travel Costs	1.1	1.6	1.0	1.1	1.4	1.8
Representation and Hospitality	0.0	0.0	0.0	0.0	0.0	0.0
Contractual Services	0.7	1.1	0.9	0.9	1.0	1.2
Other Expenses	0.5	0.5	0.5	0.5	0.5	0.5
Total Variable Costs	8.9	10.5	9.4	9.5	10.1	11.0
Total Expenses	33.3	34.1	34.3	36.9	37.9	38.7

1/ ETC/ETT costs are rolled into the staff costs for FY16 and prior years which is a change in presentation from prior years.

2/ FY18-20 Staff Salary is adjusted upward for inflation, however, downward to draw savings from changes in staffing plans. Similarly, FY18-20 Staff Benefits are adjusted upward to reflect changes in benefit rate.

3/ Equipment and Buildings and IT costs are included for IEG reorganization move in FY16 and move to new office space in FY18/FY19.

SPENDING TRENDS

77. **Continued trend to allocate more resources to learning.** In line with earlier decisions, IEG is continuing to prioritize learning in its work program and FY18 budget. It will (1) continue to fund Learning Engagements for \$0.8 million, (2) introduce meso evaluations on a pilot basis in FY18 with an allocation of \$0.9 million, and (iii) maintain allocations for knowledge and communications at 16 percent of the total.

78. **Increasing efficiency.** The trend of allocating more resources to learning will continue to be achieved through a reduction in budget allocations for major evaluations as IEG continues to exercise cost control on major evaluations. Although the change in the benefit rate from 50 percent to 70 percent increases staff costs, which constitute the majority of the cost of major evaluations, IEG will aim to avoid an increase in the budget share of major evaluations in FY18–20. The budget share of major evaluations remains flat over the FY15–20 period at about 24 percent; however, excluding the impact of the revised benefit rate, this budget share would decline to 22 percent in FY18–20. It is expected that improvements in budget management, methodology, staff training, and IT support to evaluations will lead to efficiency gains.

79. **Steady allocations.** Spending on validation products has been projected at roughly the same level as in FY17. The spending plans for outer-years will be revised pending further analysis and discussions about the scope for streamlining of the ICRR and CLR validation process (which would reduce costs) based on the planned ICR reform in FY18. As with most budget lines, sustaining costs dynamics is driven solely by the change in benefit ratio and price factor.

Table 6. Summary of Sources and Uses, FY15–20

Summary of Sources and Uses, FY15–20 (all sources of funds)						
<i>(in nominal dollars)</i>	<i>at 50% benefit rate</i>			<i>at 70% benefit rate</i>		
	FY15	FY16	FY17	FY18	FY19	FY20
	Actual	Actual	Estimate	Proposed	Indicative	Indicative
	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m
Sources						
Total Budget	34.4	35.7	36.4	39.8	40.8	41.6
Expenditure Review Savings	(0.7)	(1.7)	(2.8)	(2.9)	(2.9)	(2.9)
Total Trust Fund & EFOs	1.3	1.7	0.8	0.6	0.6	0.6
Total Sources	35.1	35.7	34.4	37.5	38.5	39.3
Uses						
Major Evaluations including CPEs ^{1/}	8.5	8.3	8.6	8.9	9.0	9.1
Meso Evaluations (<i>pilot</i>) ^{2/}				0.9	0.9	0.9
Project Performance Assessments (PPARs)	1.5	2.1	2.6	3.0	3.1	3.2
Validation Products	4.9	5.1	5.1	5.6	5.7	5.9
Learning Products and Services (<i>discontinued</i>) ^{3/}	1.7	1.5	0.8	0.0	0.0	0.0
Learning Engagements	0.0	0.0	0.8	0.8	0.8	0.8
<i>Other Evaluations (discontinued)</i> ^{3/}	1.1	0.7	0.2	0.0	0.0	0.0
Knowledge and Communications	5.2	5.8	5.5	6.0	6.2	6.4
Evaluation Capacity Development	1.1	1.4	1.5	1.7	1.8	1.9
Sustaining ^{4/}	5.6	5.4	5.0	5.5	5.7	5.9
Indirects ^{5/}	4.8	5.2	5.0	5.0	5.2	5.2
Total uses	34.4	35.5	35.1	37.5	38.5	39.3
Proportion of spending on:						
<i>Major Evaluations</i>	25%	23%	24%	24%	23%	23%
<i>Meso Evaluations</i>	0%	0%	0%	2%	2%	2%
<i>PPARs</i>	4%	6%	8%	8%	8%	8%
<i>Validation Products</i>	14%	14%	15%	15%	15%	15%
<i>Learning Engagements</i>	0%	0%	2%	2%	2%	2%
<i>Knowledge and Communications</i>	15%	16%	16%	16%	16%	16%
<i>Evaluation Capacity Development</i>	3%	4%	4%	5%	5%	5%
<i>Sustaining</i>	16%	15%	14%	15%	15%	15%
<i>Indirect Costs</i>	14%	15%	14%	13%	14%	13%
<i>Discontinued Product Line</i> ^{3/}	8%	6%	3%			
1/ Excluding the impact of revised benefit rate and increase in the number of Major Evaluations (FY19-20), the trend of spend on Major Evaluation is proportionally on a decline.						
2/ Meso allocation: In FY18, the funding comes from reallocation of Major Evaluations. If continued in FY19-20, meso evaluations would be funded from expected efficiency gains in other budget lines, especially major evaluations.						
3/ Discontinued product lines between FY15-FY17.						
4/ Sustaining costs represents management salaries and travel, and costs of ACS and RM staff.						
5/ Indirects relates to cost of office space and equipment, information technology and communications.						

TRUST FUNDS

80. **IEG expects to disburse \$0.6 million of trust funds in FY18**, including: (1) \$0.4 million from the multi-donor trust to support IEG’s evaluation capacity development program, including

the CLEAR secretariat; and (2) \$0.2 million continuing from the Japan Policy and Human Resource Development grant (staff cost) which will close in January 2018. During the year, IEG will continue to try to leverage additional funding from Trust Funds and other externally funded outputs (EFOs).

CAPITAL BUDGET

81. **IEG will move to new premises in early FY19 and will adopt open office spaces for all its staff, to optimize efficiency and effectiveness in the use of space.** Capital budget expenditures to defray infrastructure costs for additional meeting rooms and IT enhancements will be incurred, and IEG will depreciate these costs over the expected life of the improvements. It is anticipated that the capital improvement expenditures will be about \$1.4 million during FY18/19.

3. Accountability Framework

82. **IEG adheres to World Bank Group budget rules and procedures.** IEG is subject to Controller's Quality Assurance reviews of selected expenses and has consistently received favorable ratings on adherence to budget rules, procedures, and policies. IEG's control environment continues to be ranked as one of the strongest in its peer group. Likewise, IEG's budget is subject to regular external audits just like the World Bank, IFC, and MIGA.

83. **An independent budget review was conducted in FY16.** Following Board approval, CODE commissions an independent review of IEG's budget every two to three years to validate the adequacy of its annual budget proposal and its consistency with overall World Bank Group budgetary principles. Accordingly, a FY16 independent review concluded that: *IEG's budget formulation and management is broadly satisfactory. In the intervening four years the main changes in work programming and budget practices, expenditure and outputs, have been the following improvements:*

- Introduction of a results framework, a "gap" analysis and a selectivity framework in FY14, and the three strategic engagement areas in FY15;
- Introduction of a quarterly review of business performance with departmental management teams;
- Reduction of cost overruns on major evaluations through strengthened oversight of task management; and
- Achievement of the cost savings targets set out in IEG's Expenditure Review.

84. **Implementation of recommendations.** IEG has implemented recommendations to reduce bunching, improve costing and monitoring of deliverables, and introduce stronger tracking of expenditures against plans. Slippages and bunching of major evaluations were a significant problem in FY16. IEG put in place a firm program to reduce bunching in FY17 and eliminate bunching in FY18 and beyond. In addition to real-time technical tracking of milestones, IEG management continues to conduct Quarterly Business Reviews.

85. **Budget management has significantly improved.** IEG management continues to implement measures in response to the budget review to strengthen budget management, including through Monthly Management Reports and departmental dashboards:

- Greater realism in developing robust budgets in Approach Papers;

- Instilling stronger budget discipline among task team leads, adhering to task budgets, and prioritizing individual components;
- Systematic monitoring by task team leads and managers of actual costs against Approach Paper and evaluation budgets, and a resolution mechanism should new developments arise;
- Closer focus by task team leads and managers on managing elapsed time, and staff and consultant costs, between the Approach Paper and Final Report Review Meetings; and
- Regular IEG leadership team oversight of elapsed time and costs, and more proactive decisions on corrective actions, where needed.
- Training of task team leads and other staff on budget management.

VI. Appendixes

Appendix A: FY18-20 Major Evaluations Descriptions

FY18 (Q4) Forced Displacement and Migration	
Rationale, Strategic Relevance and Timeliness of the Evaluation	<p>Forced displacement is a major development challenge affecting 65 million people worldwide. The World Bank Group is aiming to scale up its role in responding to this challenge by emphasizing forced displacement as a development issue, introducing new instruments such as the Global Concessional Financing Facility and innovative project design, engaging in strategic partnerships, and building up an evidence base. While the WBG has a long history of supporting refugees and the internally displaced, this is IEG's first systematic evaluation of support to these communities. The evaluation builds on major analytical work completed by the WBG in FY17 ("Forcibly Displaced"; "Migration and Development"), derives lessons from prior Bank Group assistance as the WBG responds to the refugee crisis in the Middle East, moving closer towards integrating development and humanitarian approaches. The evaluation will derive lessons from a mature portfolio of projects as well as offer real-time learning from more recent interventions supporting both refugee and host communities. The proposed evaluation will increase the WBG knowledge base in the strategic engagement area of <i>Investing in People</i>, through the protection of investment made in human capital in the face of crises and ensuring service delivery to the vulnerable and poor.</p>
Evaluation Gap Analysis, Size of Portfolio, Evaluability	<p>The WBG portfolio for the evaluation is diverse and cuts across different sectors and types of instruments, such as social development (including CDD, DDR), delivery of social services, and promotion of skills, jobs and livelihoods. A preliminary review of the portfolio identified by the FCV CCSA comprises approximately 1,300 interventions, including a large number of knowledge products and about 200 lending operations. This evaluation will build upon related work done by IEG (such as the Evaluation of Situations of Fragility, Conflict and Violence (2016)).</p>
Value Added, Audience and Usability	<p>IEG brings value through its expertise conducting evaluations of complex themes that span across the WBG. Given the importance of close partnerships, particularly with the UN, MDBs, and the EU, this evaluation will integrate an examination of how the WBG has worked and partnered to provide early implementation insights, particularly as it develops more joint approaches. The audience of the evaluation is the WBG's Board of Directors, senior management, staff (including those in the Global Concessional Financing Facility) and partners such as the UN that focus on addressing and preventing displacement.</p>

FY19 WBG Convening Power and Role in the Global Development Landscape	
Rationale, Strategic Relevance and Timeliness of the Evaluation	<p>The World Bank Group’s client base increasingly constitutes an eclectic landscape ranging from low income and FCS countries to emerging markets and upper middle income countries. On the other hand, development institutions, including the World Bank Group, are facing a new reality where development finance represents a very small share of developing countries’ needs, where private capital plays a major role in financing development, and where domestic resources are expected to play a much bigger role going forward. In this evolving landscape, and for all client segments, development solutions require more than financing. Knowledge intermediation – including knowledge from other developing countries – is recognized as an important role for the World Bank Group and other development partners. In addition to its ability to deploy financing and knowledge assets at the country level, the WBG is thought to enjoy substantial convening power which is an ability to bring various international and national actors and stakeholders together to address some of the most critical global development challenges. The Forward Look approved by the Board of Governors in 2016 sets out the critical role that the WBG can play in global economic development in the years ahead. It also lays out a multi-faceted plan for how the WBG can best support its wide range of member countries in economic transformation, advancing technologies, and achieving inclusive growth. The proposed evaluation will assess the contribution of the WBG to the understanding of global development problems and the definition and implementation of solutions at the local and global levels. The evaluation will assess (a) how the Bank Group has carried out its convening role, in particular in supporting global public goods, addressing global issues, and fostering global coordination and solutions (b) the synergy or trade-off between the global convening role and the pursuit of development effectiveness at the country level, and (c) how these dynamics have evolved over time or differ across client segments. The proposed evaluation will contribute to the strategic pillar of Helping Clients Tackle the Most Important Development Challenges.</p>
Evaluation Gap Analysis, Size of Portfolio, Evaluability	<p>IEG has in the past carried out a number of reviews of Global Programs that support global public goods (e.g. GFATM, GAVI, GEF) and several IEG evaluations have looked at the Bank’s convening role in specific sectors or themes. IEG has also evaluated knowledge-based activities in country programs and is starting an evaluation of the GP/CCSA model, including the extent to which global knowledge flows improved after a reorganization into GPs/CCSAs. The proposed evaluation will build on the knowledge generated in these evaluations. A purposive selection of case studies will be carried out along with surveys and structured interviews of stakeholders, clients and development partners. The proposed evaluation will not be dependent on the size of WBG portfolio in a given sector or set of countries.</p>
Value Added, Audience and Usability	<p>The proposed evaluation will generate lessons from how the WBG adapted to changing and challenging global landscapes in the distant as well as recent pasts. The proposed evaluation will also provide evidence that will help the WBG strengthen its convening power where necessary and deliver on the twin goals adopted in its 2013 strategy. The proposed evaluation will complement the evaluation of the GP/CCSA model. While the proposed evaluation will focus on the external side of WBG and its delivery at global and country levels, the GP/CCSA evaluation will focus on the internal organization to support the delivery model. The value added of this evaluation will be to bring evidence into an old debate on how whether the WBG’s mandate needs a repositioning, on how the WBG can make a more visible difference</p>

	<p>on the global stage while pursuing development impact at the country-level. The audience includes the Board of Directors, WBG management, and the global development community.</p>
<p>FY19 Creating New Markets</p>	
<p>Rationale, Strategic Relevance and Timeliness of the Evaluation</p>	<p>Market Creation represents one of two key prongs of IFC’s 3.0 Strategy, the other being mobilizing private investors. The new strategy emphasizes the World Bank Group (WBG) leveraging “<i>the full range of its capabilities to expand and create markets where private capital has been less forthcoming.</i>” Market creation is understood to entail correcting market failures and applying the “cascade approach” to development assistance to mobilize private capital and entrepreneurship for development in new contexts. Although the emphasis on market creation is new, the WBG has historically been substantially involved in market creation in many contexts and sectors, ranging from capital markets to innovative PPPs to carbon finance to skills development to irrigation water rights. WBG approach to market creation include upstream, enabling environment work on policies and institutions and downstream project design, advising and financing investments. Given the renewed focus on market creation, understanding the WBG’s relevant experience and success factors is critical. Introducing a disciplined framework for identifying and evaluating market creation can also create a strong basis for organizational learning.</p>
<p>Evaluation Gap Analysis, Size of Portfolio, Evaluability</p>	<p>Although IEG has captured many aspects of market creation in individual sectors or areas of engagement (such as recent and ongoing evaluations on PPP, capital markets development, carbon finance and financial inclusion), it has not addressed the topic systematically across the World Bank Group. A preliminary portfolio review of the World Bank alone suggests that over the past decade about 150 projects for a total value of USD20 billion applied the idea of market creation in their design. Although the portfolio is broad and heterogeneous, IEG will focus its evaluation through a combination of portfolio review and crowd-sourcing among WBG staff to identify important contexts and instances of market creation to form the focus of the evaluation.</p>
<p>Value Added, Audience and Usability</p>	<p>The evaluation will contribute to operationalize the ongoing refinement of the WBG’s approach to market creation and enhance its prospects for success by building on lessons of experience.</p> <p>While the primary audience is the WBG Board, the evaluation exercise will be shaped and conducted in consultation with senior management to ensure the maximum uptake and impact of its findings and recommendations. External audiences include client countries and other members of the development community aiming at mobilizing the power of private markets to address pressing development challenges.</p>

FY18 (Q4) Facilitating Trade	
Rationale, Strategic Relevance and Timeliness of the Evaluation	<p>Trade facilitation aims at reducing the costs of moving goods across national borders while safeguarding regulatory standards. Trading costs represent a large share of the costs of goods traded in developing countries. Reducing trading costs can achieve significant inclusive gains. Trade facilitation is a critical element of the World Bank Group strategy to achieve inclusive growth and poverty alleviation. It is of increasing interest to WBG's Board, management and clients, particularly as the global economic slowdown creates pressure to find new sources of growth, enhance efficiencies and, more recently, as the political support towards globalization seems to be under increasing pressure in the context of growing inequality. The Trade & Competitiveness (T&C) Global Practice (GP), has strengthened the WBG's emphasis on supporting trade, including facilitation and logistics. The WBG Trade Facilitation Support Program (TFSP) help countries to align their trade practices with the landmark World Trade Organization Trade Facilitation Agreement (WTO TFA) concluded in 2014. With globalization as a major development challenge, and the World Bank Group deeply engaged in both trade policy and facilitation, it is relevant and timely for the WBG Board to benefit from an independent assessment of the role and impact of the WBG in this area.</p>
Evaluation Gap Analysis, Size of Portfolio, Evaluability	<p>Over the last ten years, about 500 World Bank and 344 IFC advisory projects totaling about USD 80 billion have supported trade facilitation and policy. Yet the Board has not benefitted from an IEG evaluation of World Bank Group activities regarding trade facilitation and logistics. IEG last conducted an evaluation of trade policies over 10 years ago, in 2006, but it did not cover trade facilitation and logistics. The findings of the 2013 complementary evaluation of IFC's Global Trade Finance Program will be integrated into the new evaluation. Given a diverse portfolio ranging from support to customs reform and conformity assessment, to Global Indicators, to critical support to trade logistics infrastructure, and the WBG emphasis on trade after the creation of the T&C Global Practice, the proposed evaluation will focus on the application of knowledge, capacity development and institution building, developing trade enabling infrastructure and implementation of diagnostic-based policy reforms.</p>
Value Added, Audience and Usability	<p>With the growth of global value chains, trade facilitation and logistics play a key role in increasing the efficiency of the trading systems and the competitiveness of WBG client countries. Against such background, this evaluation is expected to inform refinements in the WBG approach to trade facilitation, mid-course adjustments in the Trade Facilitation Support Program, and enhancements in the M&E system for trade facilitation including the theory of change and the key indicators of outcomes and impacts. The T&C GP, with a significant team and tools oriented towards</p>

	<p>trade, is the natural counterpart in this evaluation. Other audiences include CODE and operational staff involved in the Macroeconomics and Fiscal Management (MFM) Global Practice, IFC and MIGA.</p>
<p align="center">FY 19 Fostering Regional Cooperation/Integration: The World Bank Group’s Support to Regional Projects</p>	
<p align="center">Rationale, Strategic Relevance and Timeliness of the Evaluation</p>	<p>According to the 2013 World Bank Group (WBG) Strategy “<i>transformational engagements are about regional integration, involving both game-changing investments and action to address policy constraints that require a coordinated response by several countries. The WBG can expand its role as a platform to disseminate and/or scale up the impact of external development innovations with transformational potential</i>”. Two main platforms support regional integration: (1) through IDA regional pilot program, which was launched in 2003 under IDA13; and (2) regional projects not financed by the IDA regional window. Under IDA18, the regional program was further enhanced with SDR5 billion allocation. IEG’s evaluation will be a timely input to the IDA replenishment</p>
<p align="center">Evaluation Gap Analysis, Size of Portfolio, Evaluability</p>	<p>A preliminary portfolio review found that in the last 10 years the WBG has supported 653 lending/investment regional projects (the World Bank has 354 projects with US\$ 12 billion commitments and IFC has 299 project with US\$9 billion investment) and 1,947 analytical advisory work, with a total commitment of US\$21 billion --42 percent of the projects were in Africa region. Three GPs are leading the regional integration support: Transport, Agriculture, and Energy. Up to now, about 50 percent of the World Bank lending portfolio (US\$2 billion) were closed, and about 50 percent of IFC portfolio (US\$ 5 billion) were mature. The evaluation would cover an area that has “evaluation gaps” as the last review done by IEG was a Progress Update and Review of IDA Regional Integration Program in October 2012.</p>
<p align="center">Value Added, Audience and Usability</p>	<p>The proposed evaluation will assess the effectiveness of the WBG’s support for regional cooperation/integration through regional projects and draw lessons that can inform future regional operations. Given the complex nature of regional operations which span over multiple GPs and countries, often including FCVs, this evaluation will add value by providing new evidence on how to support regional cooperation/integration and enhance resilience and growth in FCVs. The audiences will be CODE, the WBG management and the GP technical staff working on the regional operations.</p>

FY19 Public Finance for Development	
Rationale, Strategic Relevance and Timeliness of the Evaluation	The rationale for the proposed evaluation is derived from, first, the nearly universal support extended by the World Bank Group to its client countries to strengthen fiscal policy and management in the pursuit of fiscal stability as well as inclusive and sustainable economic growth. This evaluation is timely in light of the Addis Ababa Action Agenda and given dwindling aid flows, requiring not only mobilizing greater volumes of revenues, but also strengthening the design of revenue mobilization in term of equity and efficiency of tax incidence and the use of tax bases. Moreover, the adequate management of such revenues in terms of their allocation though public expenditure decisions, and their use for efficient service delivery, is critical for achieving improved development outcomes.
Evaluation Gap Analysis, Size of Portfolio, Evaluability	There has been limited core public finance evaluation, with one major (albeit partial) evaluation in this area in 2009. In terms of portfolio size, a preliminary estimate puts the size of the public finance portfolio, broadly defined, over the period since 2008, at some 650 lending operations and almost 3,000 advisory interventions (ASA) and additional policy research analysis. The initial portfolio review (as well as discussions held with, and preferences expressed by, key stakeholders) also suggests a series of embedded sub-topics; those clearly identified so far include revenue, expenditure and public financial management, together with debt sustainability.
Value Added, Audience and Usability	The value added of the analysis would arise not only from better accountability for a sizable part of the WB portfolio, but also from the feedback (learning) that this would provide to teams in the MFM and Governance practices in terms of the potential for strengthened operation design, who together constitute an important part of the audience of the report. In terms of accountability, the Bank’s Board would constitute a significant audience (in addition to task teams and Bank management) as there have been a large number of fiscal DPLs, not least during the Global financial crisis. And provided that its recommendations can be easily operationalized, which IEG seeks to ensure, its results should be usable across this spectrum of stakeholders.

FY18 (Q1) An Evaluation of World Bank Group Support to Health Services	
Rationale, Strategic Relevance and Timeliness of the Evaluation	<p>Ending extreme poverty and promoting shared prosperity sustainably require, among others, access to social services, including health services. This evaluation is relevant and timely as the global health landscape has changed significantly over the past decades and will change dramatically in the future. Inadequate resources and institutional capacity, poor governance, demographic and epidemiological challenges, global pandemics, failures in health markets and sub-optimal behaviors are among the factors contributing to inadequate use of quality health services among the poor. On the other hand, opportunities are arising. Innovations in health policies, systems, products and technologies, and services and delivery methods improve people’s health and wellbeing. This evolution has been characterized by greater funding, increasingly complex health challenges, and new – and more diverse – actors operating within the system. The proposed evaluation will increase the WBG knowledge base in the strategic engagement area of <i>Investing in People</i> through continued investment in their human capital.</p>
Evaluation Gap Analysis, Size of Portfolio, Evaluability	<p>This is the first comprehensive IEG health sector evaluation since the 2009 IEG evaluation of WBG support to health, nutrition and population that focused on the effectiveness of policy dialogue, analytic work, and lending at the country level. The evaluation complements the 2012 IEG Health Financing Evaluation that examined WBG support to revenue collection for health, pooling health funds and risks, purchasing and factors in successful WBG support to health financing reforms. The evaluation portfolio covers 1,846 projects (25.8 billion by commitment volume) approved between FY2005 and 2016. It includes 619 IDA/IBRD operations, 1033 WB ASAs, 127 IFC investments and 67 IFC advisory services. In addition, 30 partnership programs and multi-donor trust funds will be examined. Evaluative evidence will be drawn mainly from 259 evaluated projects (221 WB lending, 24 IFC investments and 14 IFC advisory evaluated projects), six country case studies, four in-depth analyses of interventions and two in-depth analyses of global partnerships.</p>
Value Added, Audience and Usability	<p>The overarching question of this evaluation is “what has been the role and contribution of the WBG in supporting health services? And, what should be the role and contribution of the WBG in supporting Health services considering its comparative advantages?” The evaluation places a strong emphasis in understanding synergies and complementarities with other actors as well as the specific role of the WBG. The primary audiences of this evaluation are the WBGs Boards of Directors, management, and staff. The evaluation will also be useful to WBG client governments, multilateral</p>

	developmental banks, development partners, the private sector, civil society organizations, and the ultimate beneficiaries of health services.
FY19 Evaluation of WBG Engagement in Decentralization and Strengthening Subnational Governments	
Rationale, Strategic Relevance and Timeliness of the Evaluation	Beginning in the 1990s, the World Bank Group has been significantly expanding its engagement with many client countries on the decentralization agenda. The WBG’s increased engagement in this area has been driven by the recognition that subnational governments are often charged with the primary responsibility for provision of various services. The Bank support has covered two important areas, which the present evaluation will cover: (i) helping countries establish properly functioning policy frameworks and systems guiding relationships between different layers of government - in particular various aspects of intergovernmental fiscal relations; and (ii) helping improve the capacity of subnational governments to deliver services effectively, especially to the poor and vulnerable. Thus the proposed evaluation contributes to the strategic area of <i>Investing in People</i> by helping understand avenues for enhancing service delivery to the poor at the sub-national level.
Evaluation Gap Analysis, Size of Portfolio, Evaluability	In the past, IEG has conducted various evaluations that reflected on some aspects of WBG activities in this area. The main examples are the 2008 evaluation of Decentralization in Client Countries, and the 2010 evaluation of WBG Engagement at the State Level in Large Federations. In addition, some related aspects have been reviewed as part of IEG sectoral and thematic work (e.g. 2017 report on tax revenue mobilization at the state level). Considering that the WBG’s work at the subnational level has continued to expand significantly during the last decade, the proposed evaluation would cover a growing gap of knowledge in this area.
Value Added, Audience and Usability	The proposed evaluation will provide a unique cross-country and cross-sectoral review of WBG activities pertaining to decentralization and partnership with subnational governments, distill lessons from these experiences, and suggest recommendations for moving forward. These recommendations could feed into relevant country strategies, project documents, as well as inform partnership arrangements with central and subnational governments. The potential audience for this evaluation includes the Board, WBG management, WBG task teams, clients (national and subnational levels), and development partners.

FY18 (Q1) Towards a Clean World for All: An IEG Evaluation of the World Bank Group’s Support to Pollution Management	
Rationale, Strategic Relevance and Timeliness of the Evaluation	<p>Pollution takes an enormous toll jeopardizing the progress achieved in poverty alleviation. Latest data show that approximately 9 million people die each year from pollution, mostly young children and the elderly, largely in lower-middle income countries (94 percent). The 2012 WBG environmental strategy explicitly defines a “<i>clean world</i>” – that is, a world with “<i>low pollution and low emission</i>” – as a strategic objective. In addition, the Pollution Management and Environmental Health (PMEH) program was established to complement and further intensify the World Bank Group’s (WBG) engagement in this sector. Given the magnitude of the challenge and the WBG’s increased efforts in this area, understanding the effectiveness of the WBG’s previous support to pollution management is critical.</p>
Evaluation Gap Analysis, Size of Portfolio, Evaluability	<p>This is the first evaluation to take stock of the WBG’s pollution management efforts at a time when the WBG is ramping up its efforts in this space. The WBG has supported a wide range of pollution-relevant interventions over the period FY04-16 through Environment and Natural Resources, Water, and Transport and ICT Global Practices, dedicated IFC Advisory Services, and investments by IFC, notably in the areas of waste water and solid waste management. IEG has identified over a thousand projects that “target” pollution either as an objective or component, which account for over US\$ 50 billion in commitments; lessons from these projects on what works are directly relevant to future pollution management projects and to the achievement of the “clean world” strategic objective. IEG also identified over 600 projects which aim at mitigating climate change by curbing GHG emissions, accounting for over US\$ 50 billion in commitments; their potential for co-benefits has also been assessed by juxtaposing the portfolio against a literature review. Through the application of performance standards and safeguards, the WBG has the potential to reduce the pollution footprint of its projects; more than 350 evaluated projects were assessed using this framework.</p>
Value Added, Audience and Usability	<p>The evaluation reflects the cross-cutting nature of pollution management by looking at WBG’s efforts across several key global practices and business lines. In addition to distilling lessons on what works, the portfolio review sheds light on whether the WBG is reaching countries with the interventions they need most. The primary audience for this evaluation are the WBG’s Board of Directors, management, and staff involved in pollution-related operations. External audiences include client countries and other members of the development community concerned with pollution management.</p>

FY18 (Q4) Cool Markets for GHG Emission Reduction in a Warming World: Evaluation of World Bank Group's Support to Carbon Finance	
<p>Rationale, Strategic Relevance and Timeliness of the Evaluation</p>	<p>This evaluation is key and timely because the World Bank Group (WBG) is currently transitioning from its long time support to carbon finance under the Kyoto mechanisms into supporting the implementation of the new Paris Agreement and the relaunching of carbon markets under the new framework. Carbon finance has been one of the Bank's longest engagements in the climate change arena. Carbon finance operations started around 2000 and were a major precursor to the growing climate change operations in the WBG. They offer a unique opportunity to learn from evaluating the long time engagement in this area. This forward looking evaluation will gather evidence on the performance and effectiveness of WBG's carbon finance support and draw lessons of experience relevant to (i) the needs and priorities of the clients; and (ii) the emerging WBG strategy to support the next generation of carbon markets under the framework of the Paris Agreement.</p>
<p>Evaluation Gap Analysis, Size of Portfolio, Evaluability</p>	<p>The CF portfolio has expanded over time with numerous carbon related projects supported with total commitments reaching about \$5 billion since 2000. There are close to 400 projects implemented mainly by the World Bank, through its Carbon Finance unit, supporting low-carbon activities across sectors in more than 75 client countries. Of these, 60% are generating carbon credits through emission reduction purchase agreements and 40% are advisory/capacity building activities. Despite the scale of the Bank's involvement, CF projects (except when part of a larger IDA/IBRD lending) have not been evaluated by IEG through the existing accountability mechanisms (ICRR/XPCR/EvNote) – leaving a wide gap in understanding the overall performance and key lessons from these longstanding activities. Many of the projects have been closed; the portfolio data is large and growing and amenable for a major evaluation.</p>
<p>Value Added, Audience and Usability</p>	<p>The WBG has assumed many roles in implementing CF – from catalyzing carbon markets to building capacities in client countries and convening and thought leadership through various global and national partnerships for carbon pricing instruments. In addition to producing evidence on what has worked and what has not worked, the key value added from this evaluation will be an enhanced understanding of the future roles and contributions of the WBG in helping shape future directions under the framework of the Paris Agreement. In addition to WBG management, there will be a large audience and users of the evaluation, including national clients interested in the performance and effectiveness of CF, their key drivers of success, and how future operations can be improved; climate policy evaluation specialists, researchers, policymakers, and regulatory agencies at global and national levels.</p>

FY 19 Building Urban Sustainability through Urban Resilience	
Rationale, Strategic Relevance and Timeliness of the Evaluation	<p>Urbanization is the largest and most fundamental structural transformation of national, regional and local economic systems. When urbanization is carried out in an inclusive and resilient manner it enables the sustainable reduction of poverty and improvements in shared prosperity. Decisions on urban infrastructure investments are critical to build resilient communities. Good planning guide cities away from unsustainable development pathways which expose them to social, economic and environmental shocks. The World Bank Group has emerged as the leading multilateral development bank financing the development of regions, cities and towns. In this context, since 2010 the World Bank Group (WBG) produced a new Urban Strategy, comprehensive urbanization reviews for 14 countries and flagship regional urbanization reports for South Asia and Africa. The WBG is also redefining urban sustainability in terms of urban resilience, which includes social, environmental and economic/financial dimensions. Given the broad new perspective of building sustainable urbanization via urban resilience, the two part IEG major evaluation to be carried out in FY19 (environmental urban resilience) and FY 20 (social and economic urban resilience) is timely and highly relevant.</p>
Evaluation Gap Analysis, Size of Portfolio, Evaluability	<p>IEG’s evaluations of urban service delivery have been traditionally carried out indirectly via sectoral evaluations, most recently, on urban transport and urban water/sanitation. IEG’s sole urban evaluation was carried out in 2009 and focused principally on municipal management. Based on GFDRR analysis, the World Bank urban resilience portfolio for FY12-16 includes 59 projects (USD 26.77 billion in 86 countries) that are either directly or indirectly contributing towards improving urban resilience. In addition, the Bank financed 79 projects which had a principal focus on urban resilience accounting for USD 9.7 billion between FY12-16. The evaluability of the urban resilience portfolio is high provided appropriate methods are identified and implemented. World Bank staff have attempted to measure the scale of support to urban resilience and the potential to contribute to strengthening the resilience of urban systems (beyond disaster risk management and climate change adaptation projects, which are considered to definitively contribute to enhanced resilience). Verifying and building on this work, the IEG evaluation will develop an understanding of the specific dynamics and the interrelationship between sectors where the interventions occurred.</p>
Value Added, Audience and Usability	<p>. The value added of the urban resilience evaluation has three dimensions: (i) operational staff will be able to apply lessons of experience from an objective assessment of urban resilience strategies, approaches and tools; (ii) the evaluation will inform the rollout of Africa and South Asia regional urban flagship reports, and the operationalization of urbanization reviews and implementation of the City Strength Initiative; and (iii) major findings will be incorporated into urban and resilience knowledge platforms and learning programs of GPSURR, other relevant global practices, and GFDRR. Stakeholders throughout the WBG, including the Board, management and task teams, will benefit by understanding not only what works in building urban resilience but also how urban resilience contributes towards achieving urban sustainability. An objective assessment of the urban</p>

	resilience agenda will enhance the knowledge base regarding the performance of the WBG’s urban resilience portfolio.
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FY 19 The Power to REnew: Evaluation of the World Bank Group’s Support to Renewable Energy Development	
Rationale, Strategic Relevance and Timeliness of the Evaluation	Renewable energy (RE) is strategically relevant to the development agenda of the World Bank Group (WBG) because of the rapid growth in RE’s share in meeting overall energy needs of the WBG’s clients, and its contribution to environmental sustainability including addressing global climate change. RE is now a major strategic component of the WBG’s commitments to global Sustainable Development Goals (SDGs), Sustainable Energy for All (SE4ALL), and climate action. This sharpened focus on RE has translated into an equally rapid mainstreaming of RE within the WBG’s overall energy portfolio. However, the performance of the WBG’s RE assistance has not yet been independently evaluated at this critical juncture when its clients are facing RE deployment opportunities and challenges related to a market and technologies that are rapidly evolving (i.e., growth in intermittent supply options and system integration, emergence of storage technologies, and navigating the commitments made under global climate agreements to limit greenhouse gas emissions). The IEG evaluation is timely by aiming to assess the WBG’s role and contribution in addressing the energy supply needs and environmental concerns of its clients, facilitating the utilization of global RE knowledge, addressing key barriers to RE investments, leveraging partnerships for greater impact, and mobilizing finance for RE development.
Evaluation Gap Analysis, Size of Portfolio, Evaluability	The WBG portfolio associated with RE from FY2000 to FY2016 include 185 WB lending projects, 6 guarantee operations, 15 development policy loans, and 41 carbon offset-transactions; 340 IFC investments, and 31 MIGA guarantees. The investment and lending portfolios for the period total commitments of about \$11 billion by the World Bank and \$8 billion by IFC; the World Bank and MIGA guarantees of \$3.4 billion; DPLs totaling \$1.8 billion; and, carbon offset purchases valued at \$300 million. The planned evaluation will assess 137 closed WB projects, 81 IFC investments, and 10 MIGA guarantees. The planned evaluation will be the first independent evaluation of the WBG’s performance supporting RE. Previous assessments include a desk review of the portfolio in 2006 --when most projects were at a nascent stage-- and a 2016 IFC cluster note on RE summarizing investment level assessments. Given the emerging prominence of RE in meeting energy and environment needs in global development, and since over 80% of the World Bank and IFC RE investment and lending commitments was approved since 2005, the proposed major evaluation is timely, and will fill a useful gap in knowledge that can inform future directions.
Value Added, Audience and Usability	IEG will evaluate how well the WBG is performing in helping clients meet their RE needs by contributing to addressing key barriers in the context of an evolving market and expanding global initiatives. The evaluation will (i) assess how the WBG utilizes partnerships internally as a group, and also externally with donors and other development partners to mobilize public and private funds towards RE development; and (ii) help generate lessons and inform the WBG’s role and future directions (including future update of the 2013 WBG Energy Directions) where clients are facing new and emerging challenges to deploying RE in consideration of energy (SDG #7) and environment (i.e. Paris climate agreement) goals. Key audiences include the WBG’s Board (given its oversight and legitimizing roles), WBG management and staff working on energy sector and climate change issues in general, and RE in particular (to let experience inform strategic directions as well as operations), development

	partners (to help calibrate future support based on performance), and WBG clients (to respond flexibly to the ever-changing RE landscape).
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FY19 The Global Practices and Cross-Cutting Solutions Areas: an evaluation of the World Bank’s organizational effectiveness	
Rationale, Strategic Relevance and Timeliness of the Evaluation	<p>The Global Practices and Cross-Cutting Solutions Areas were created by a restructuring that took effect July 1, 2014, marking the most significant reorganization of the World Bank since the creation of the matrix system in 1997. This evaluation will assess the organizational effectiveness of the World Bank’s operational complex, in particular the functioning of GP/CCSA model. The evaluation will contribute to IEG’s second objective of generating evidence on the early implementation of the WBG Strategy and change process to enable mid-course correction. It will provide actionable and timely recommendations to the Board and Senior Management on the functioning of the GP/CCSA, the role of the GPs and CCSAs in global knowledge transfer and use, their relationship with the regions and with each other, and ultimately, their role in pursuing the twin goals at the country level. This evaluation will contribute to strategic pillar of Becoming a Solution Bank.</p>
Evaluation Gap Analysis, Size of Portfolio, Evaluability	<p>This evaluation will not directly cover the development impact of the World Bank but will aim to assess the organizational mechanisms that determine the ability of the organization to deliver solutions to clients using the best global knowledge. As such, its scope will comprise the lending, knowledge, and convening services provided by the World Bank and those parts of IFC that are embedded in the GPs. The evaluation will provide insights on how effectively the GP/CCSA model has facilitated (i) the use of global knowledge to address country-specific challenges, (ii) the flow of global knowledge between country teams and regions, and (iii) the collaboration across WBG institutions. It will be the first comprehensive assessment of the new structure, following in the wake of IEG’s Matrix evaluation (2011) and the extensive internal reviews and consultations done in 2012-13 as part of planning the change process. Those reviews provide a wealth of documentation that will serve as the baseline for assessing the current functioning of the new structure.</p>
Value Added, Audience and Usability	<p>The value added of this evaluation will be to provide an independent and rigorous analysis of the World Bank’s organizational effectiveness, identify strengths and weaknesses, and enable mid-course correction. IEG brings to this task its extensive experience with evaluating topics related to World Bank structure, organizational culture, knowledge, and learning.</p>

FY18 (Q3) Engaging Citizens for Better Development Results: An IEG Evaluation of World Bank Group Citizen Engagement	
Rationale, Strategic Relevance and Timeliness of the Evaluation	<p>It is assumed in the development community that giving citizens a voice and a stake in decision-making about project design, implementation and monitoring contributes to the achievement and sustainability of development outcomes. Citizen Engagement entails interactions among a variety of stakeholders (such as government, private sector, and development institutions, including the World Bank Group) at different points in the project or program cycle with the purpose of improving governance, increasing social accountability, mitigating risks, setting relevant strategic priorities and achieving durable results. The WBG Forward Look document is explicit about the goal of strengthening citizen engagement in WBG activities. The proposed evaluation will fill a gap in evaluative knowledge in IEG’s strategic pillar of <i>working in partnership</i>. The evaluation will be completed in time for the Bank’s target date to integrate beneficiary feedback into 100 percent of Investment Project Financing operations financed with IBRD loans or IDA credits with identifiable beneficiaries (end of FY18); it will therefore provide a timely contribution to management’s review and update of corporate citizen engagement goals, targets, and approaches at that time.</p>
Evaluation Gap Analysis, Size of Portfolio, Evaluability	<p>The proposed evaluation is the first IEG evaluation that systematically reviews the World Bank Group citizen engagement efforts (including for IFC and MIGA). The proposed evaluation will assess how effectively the World Bank Group has mainstreamed citizen engagement at the project, program, country, and corporate level. It will look at quality of design (including attention to context factors and stakeholder capacity); quality of implementation (including monitoring of citizen engagement activities and inclusion issues); objectives and results (stated rationale and intermediate and final outcomes—to the extent possible); and corporate environment (including responsibilities, resources, incentives and constraints). The evaluation will adopt a multi-level, mixed-methods design with both quantitative and qualitative methods.</p>
Value Added, Audience and Usability	<p>The value added of this evaluation will be to provide a rigorous analysis of the Citizen Engagement activities at various levels (project, sector, country, and corporate) at a time when the World Bank Group focus is progressively moving from design to implementation issues. The audience include CODE; WBG management; the Citizen Engagement Secretariat; the Global Partnership for Social Accountability; operational staff, especially those working on CE activities in the World Bank, IFC, and MIGA; borrower and implementing agencies collaborating with the World Bank Group on Citizen Engagement; select civil society organizations and academics; and staff of donor agencies.</p>

FY18 (Q1) IFC Client Engagement	
Rationale, Strategic Relevance and Timeliness of the Evaluation	<p>IFC’s mandate is to promote economic development by supporting the growth of productive private enterprise in its developing member countries -- particularly in less developed and higher risk areas -- in partnership with private sector clients. IFC’s business strategy, while always working with private sector clients, has evolved over time, in particular since the early 2000s. The IFC has aimed at transforming itself from a transactions-focused to a client-centered institution. The rationale for this shift was to improve IFC’s development outcomes. More than a decade after the emergence of this IFC’s strategy, this evaluation will assess the extent to which IFC’s approach to strategic client engagement has been implemented, enhanced these clients’ project outcomes, and helped IFC improve its own development impact.</p>
Evaluation Gap Analysis, Size of Portfolio, Evaluability	<p>This is the first evaluation focusing explicitly on the effectiveness of IFC’s approach to strategic client engagement, since IFC results at the level of client groups have thus far not been evaluated. The evaluation therefore relies primarily on new analysis but also builds on existing transaction-based evaluative evidence to distill relevant findings from the perspective of the IFC client relationship.</p> <p>Given the gradual implementation of IFC’s strategic client engagement model and segmentation in strategic and regular clients over the period of review, IEG uses two complementary data sets to identify strategic clients as the universe of analysis: (i) client groups involving a higher intensity of IFC engagement ex post; and (ii) client groups identified by IFC, ex ante, as potential strategic partners. In this regard, IEG has identified over 2,200 client groups with which IFC has engaged over FY2004-16, covering close to \$100 billion. IEG will apply appropriate filters to identify operationally relevant characteristics, performance patterns and drivers.</p>
Value Added, Audience and Usability	<p>The evaluation aims at deriving appropriate lessons from experience and inform future efforts to improve IFC’s approach to strategic client engagement in given country and client contexts, as a means to enhance its development impact. The report builds on internal diagnostics regarding IFC’s business model, which would allow IFC to fine-tune its strategy related to the client engagement approach.</p> <p>The primary audience for this evaluation is the Bank Group’s Boards of Directors, and IFC’s management and staff, in addition to external stakeholders focused on private sector development.</p>

FY18 (Q3) Results and Performance of the World Bank Group (RAP): Environmental Sustainability	
<p>Rationale, Strategic Relevance and Timeliness of the Evaluation</p>	<p>The RAP is an annual flagship publication that: 1) provides long-term trend data on the results and performance of the World Bank Group operations, 2) covers a special topic or theme of current strategic interest to the WBG, largely synthesizing existing IEG evaluative information, and 3) provides annual updates on the status of the uptake of IEG recommendations on recent IEG evaluations. The overarching purpose of RAP 2017 is to provide information on results and performance of the WBG overall through FY16, with a special focus on the contribution of the WBG to environmental sustainability</p>
<p>Evaluation Gap Analysis, Size of Portfolio, Evaluability</p>	<p>The RAP will cover the entirety of the evaluated WBG portfolio (projects and IFC advisory services), with a focus on recently evaluated projects, closing in FY15-16. IEG has not specifically addressed environmental sustainability since the 2008 Environmental Sustainability evaluation and the 2009 Annual Review of Development Effectiveness on sustainable development, but RAP17 will synthesize elements of environmental sustainability that have been covered in other IEG evaluations.</p>
<p>Value Added, Audience and Usability</p>	<p>The primary audience of RAP 2017 are the World Bank Group’s Board of Executive Directors. Other important stakeholders include WBG’s senior management; the OPCS Vice Presidency; Global Practices and Regions (in particular for Environment and Natural Resources and other Sustainable Development Global Practices); IFC and MIGA Directors and Senior Managers; Country Directors and Representatives; IFC and MIGA environment and social managers/leads, and Task Teams of operational projects. WBG clients, development agencies and non-government organizations also constitute an important audience for this report. The report adds value by providing analysis of the entire WBG portfolio through a performance lens in a way not covered by other reports, and by conducting additional analysis at the portfolio level beyond what is possible from project and country level evaluation products. Usability of the report will be enhanced through the creation of automated self-updated performance dashboards for the overall portfolio.</p>

Appendix B: IEG Results Framework

		Indicator	Baseline	Target (FY20)
Tier 1	Strategic Results			
	Reports the direct and medium-term outcomes that IEG is achieving in accordance to its two strategic objectives			
Accountability				
1a	IEG evaluations provide the Board with credible and relevant information to determine whether the World Bank Group (WBG)'s programs and activities are producing the expected results	Board response to client survey Q12e: "Thinking of the IEG products you have read in the past 12 months, to what extent have they improved your understanding of the WBG's development effectiveness?"	63% *	66%
1b	IEG evaluations provide the Board with credible and relevant information to determine whether the WBG is implementing effectively its Strategy	Board response to client survey Q4: " How relevant do you think is IEG's work to the World Bank Group's overall mission?"	81% **	84%
		<u>For the future</u> , a new question could be added to the survey such as: "To what extent IEG's evaluation reports and findings was relevant to my decision-making needs as a member of the WBG Board?" and/ or "To what extent IEG's evaluation reports and findings was relevant to my oversight function as a member of the WBG Board?"		
Feedback Loops, Learning, and Knowledge				
2	IEG evaluations inform decision-making processes at different levels in the WBG to improve the development effectiveness of the WBG's programs and activities, and their responsiveness to member countries' needs and concerns	(1) Use of IEG products by the WBG - from client survey Q13: "Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following? a) Overall use.	a) 22% **	a) 25%
		b) Designing or modifying lending or non-lending operations	b) 18% **	b) 21%
		c) Designing or modifying policies and/or strategies	c) 20% **	c) 23%
		d) Designing or modifying Results Frameworks	d) 24% **	d) 27%
		e) Providing advice to clients and/or staff	e) 26% **	e) 29%
2a	Strategic and operational debates and documents of the WBG refer to IEG evaluations	New indicator to be developed, tracking the number of WBG internal documents that refer to IEG evaluations	To be developed in FY18Q1	To be developed in FY18Q1

2b	The WBG defines and implements action plans to implement IEG recommendations	% of MAR recommendations that are implemented	In MAR 2016, IEG and WBG management Reviewed Implementation Progress as 'Substantial' or 'High' for 77% of Recommendations	--
3	IEG evaluations support individual and organizational learning to inform mid-course corrections and continuous improvements	Use of IEG products in project design (WBG CSC)	74% of WB Projects approved in FY16 document lessons learned from various evaluation products (which includes IEG) and reflect them in the design	100%
4	IEG evaluations contribute to debates and repositories of knowledge on policy interventions in the policy areas and sectors in which the WBG operates	(1) web analytics tracking citation of IEG in IFI websites and social media (note: in the future, option to use researchgate to track IEG citations in academic research)	To be developed in FY18Q1	To be developed in FY18Q1
		(2) use of IEG products by external parties (from client survey, Q23)	47% **	50%
		(3) total IEG blog readership, Average visits to IEG publications, Views, Share, Retweet of IEG social media articles	As of February 2017- Blog page views = 5,363; Product Downloads= 6,348; Website Page views= 37,581; Twitter followers= 13,347; Facebook Followers= 80,209	To be developed in FY18Q1
Evaluation Capacity Development				
5	IEG strengthens M&E capacity, systems and culture in WBG member countries through collaborative partnerships and select direct efforts	(1) % of clients who rate their increase in knowledge and skills as a result of capacity building engagement as 'high' or 'significant' (feedback surveys from CLEAR and IPDET - see note on IPDET below)	85% CLEAR Clients in FY16; IPDET N/A	To be developed in FY18Q0
		(2) % of CLEAR Center advisory clients who rate the extent to which the overall performance of their organization improved as a result of CLEAR Center services high or significant (limited data currently, to be expanded)	To be developed in FY18Q1	To be developed in FY18Q1

		(3) % total IEG consultants that are local	6% (baseline average FY14-16)	11%
		<u>Note on IPDET:</u> no data commitments can be made yet since IPDET is in transition. However annual IPDET evaluations have tracked several impact indicators for many years and this is expected to continue under the new IPDET delivery arrangement.		
Tier 2	IEG Outputs			
	Reflects the activities and outputs delivered by IEG that contribute to achieving its strategic objectives			
Accountability				
1	IEG assesses whether the WBG programs and activities are producing the expected results, including global, regional, and other programs in which the WBG is a participant			
1a	IEG produces sector, thematic, and country evaluations as well as project evaluations to assess whether the WBG programs and activities are producing the expected results	# of macro, meso, and CPE evaluations produced	Macro= 7 + RAP, Meso= 0, CPE= 0 (As of FY17)	Macro=8+RAP, Meso= 3-5, CPE=3
1b	IEG reviews and validates self-evaluations conducted by the WBG of its strategies and operations, and conducts additional reviews as needed	% coverage of micro evaluations (PPAR, ICRR, XPSR, PCR, PER, CLR) produced	PPAR= 23%; ICRR= 100%; XPSR= 40%; PCRs= 51%; PERs= 100%; CLRs= 100%	PPAR= 20-25%; ICRR= 100%; XPSR= 40%; PCRs= 51%; PERs= 100%; CLRs= 100%
1c	IEG produces regular assessments of the WBG's results and performance and shares their conclusions and recommendations with management and the Boards	RAP report produced annually and discussed at the Board	Annual	Annual
Feedback Loops, Learning and Knowledge				
2a	IEG ensures its evaluations are widely disseminated, understood and valued by WBG management and staff	# of internal events organized to disseminate the findings of evaluations to WBG management and staff	8	To be developed in FY18Q1
2b	IEG reports periodically to the Board on actions taken by the WBG in response to evaluation findings and on measures taken to improve the overall WBG evaluation system	Quarterly reporting to CODE on MAR implementation	Quarterly	Quarterly

		DGE statements sent to the Board	10 as of FY17 Q3	On an as needed basis
3a	IEG engages in Learning Engagements with WBG staff to help answer relevant development questions on the basis of its evaluative evidence	(1) number of learning engagements carried out	11 as of FY17Q4	40 (cumulative)
		(2) # of participants in learning engagements	To be developed in FY18Q1	To be developed in FY18Q1
3b	IEG supports the development of Monitoring and Evaluation capacity in the WBG	(1) # of RMES events supported by IEG	18 (As of FY16)	To be developed in FY18Q1
		(2) participants' feedback on usefulness of RMES events	5.6/7 Favorable response	6.2/7 Favorable response
3c	IEG participates in relevant learning events in the WBG and shares relevant findings, conclusions and recommendations with Bank management and staff	# of IEG staff participating in relevant learning events inside the WBG	To be developed in FY18Q1	To be developed in FY18Q1
4	IEG organizes and participates in a broad range of learning events and debates in client countries and in the broader development and evaluation community to share evaluation findings and its experience on evaluation approaches and methods	Number of internal IEG events opened to outside participants	To be developed in FY18Q1	To be developed in FY18Q1
Evaluation Capacity Development				
5	IEG contributes to the management and implementation of evaluation capacity development programs for development professionals	(1) Number of activities and participants in the CLEAR program	As of FY16, No. of activities= 186; No. of Participants = 13,470	To be developed in FY18Q1
		(2) % of clients who rate the quality and usefulness of CLEAR trainings as 'High' or 'Significant'	Quality = 87%; Usefulness= 83%	Quality = 90%; Usefulness= 86%
		Note on IPDET: no data commitments can be made since IPDET is in transition		
Tier 3	IEG Performance			
	Measures IEG's operational effectiveness and its contribution to corporate objectives			
Standards for evaluation planning, selection and resources				
Responsive planning				

IEG prepares its work program and evaluation plans in consultation with key stakeholders, aiming to provide timely and relevant information to stakeholders	(1) # of relevant stakeholders consulted during work program consultation	12 groups (incl. CODE, SMT, RVPs, GP VPs, IFC, MIGA, OPCS council)	12 groups
	(2) % of evaluation plans discussed with key stakeholders before finalization of the Approach Paper	100%	100%
	(3) Client survey Q10a: "Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the timeliness of the evaluation reports?"	WBG Staff= 38%; WBG Board= 49% **	WBG Staff= 41%; WBG Board= 52%
	(4) Client survey Q10b: "Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the relevance of the evaluation reports?"	WBG Staff= 56%; WBG Board= 79% **	WBG Staff= 59%; WBG Board= 82%
IEG avoids bunching for management and CODE in planning its work program	% of evaluations in the last quarter	44%	25%
Strategic Selectivity			
IEG evaluations respond to the strategic, operational and/or learning needs of the WBG	New indicator to be developed as part of client survey	To be developed in FY18Q1	
IEG evaluations respond to key accountability demands	Client survey indicator: Q5: "In your opinion, how strategically aligned are IEG evaluations with the World Bank Group's goals?" (for Board members only)	66% **	69%
Adequate resources			
IEG manages its budget and human resources efficiently and ensures independent evaluations are adequately resourced	(1) % of overall IEG budget over/underrun	1-2%	0%
	(2) % of major evaluation with cost overrun	63% of FY17 evaluations	0%
	(3) strategic staffing conducted and in implementation	Yes	Implementation to continue
	(4) fixed cost ratio	74%	70%
	(5) % of CLEAR Center funds raised relative to total funds	To be developed in FY18Q1	To be developed in FY18Q1
Standards for evaluation implementation			
Collaborative approach			
IEG pursues synergies and cooperation with the WBG throughout evaluations to enhance ownership and the validity of findings	(1) % of evaluations with a PROACT or a REACT workshop	ProAct= 22% of FY18 Evaluations; ReAct= 25% of FY17 Evaluations	To be developed in FY18Q1
	(2) # of evaluations with a stakeholder reference group	0%	To be developed in FY18Q1

IEG pays particular attention to including local expertise to enhance the validity of findings as well as build local capacities	% total IEG consultants that are local	6% (FY14-16 baseline)	11%
Rigor			
IEG evaluations are based on the best possible methodological design given real world constraints of data, time and resources	(1) Completion and implementation of the method action plan	Completion of the plan	Implementation of the plan ongoing
	(2) # of IEG staff trained on relevant evaluation methodologies	0	To be developed in FY18Q1
Quality assurance			
IEG ensures evaluations are subject to a strong quality assurance process	(1) IEG quality assurance process is enhanced	Process defined	Process implemented
	(2) Client Survey Q11: "How satisfied are you with the overall quality of the IEG products that you read in the past 12 months?"	WBG Staff= 49%; WBG Board= 64%; External= 78% **	WBG Staff= 52%; WBG Board= 67%; External= 81%
IEG ensures the timely delivery of its evaluations	Average Time between AP and final delivery of macro evaluations	12 months	10 months
IEG respects agreed service standards with WBG management	Compliance with service standards for validation delivery (CLRs, ICRRs)	As of FY17Q3: ICRRs=47%; CLRs=100%	ICRRs= 100% CLRs= 100%
Standards for evaluation reporting, dissemination and follow-up			
Customized reporting			
Evaluation findings are adequately reported in different formats, consistent with the needs of the target audiences	# of bite-size products produced to support the dissemination of evaluations	8	To be developed in FY18Q1
Broad dissemination			
IEG makes findings and lessons learned accessible to relevant internal and external target audiences	See Tier 2 indicators		
Adequate follow up			
IEG monitors management responses and action plans and discusses them with relevant stakeholders	Maintenance of MAR system	Yes	Yes
Contribution to corporate goals			
IEG supports the WBG simplification process	Coordinate with WBG management on ICR Reform and alignment with ICRRs	Agreement reached with management on ICR and ICRR	New ICR and ICRR rolled out

	IEG contributes to the development of a WBG Evaluation Framework	Delivery of WBG EF	Annotated Agenda to CODE	Final EF in place
	IEG fosters diversity and inclusion	IEG diversity index	0.57	0.68

* IEG Client Survey- 2017

**IEG Client Survey - average of 2014-2017

2. Results from IEG Internal Consultations and Preliminary Evaluability Review

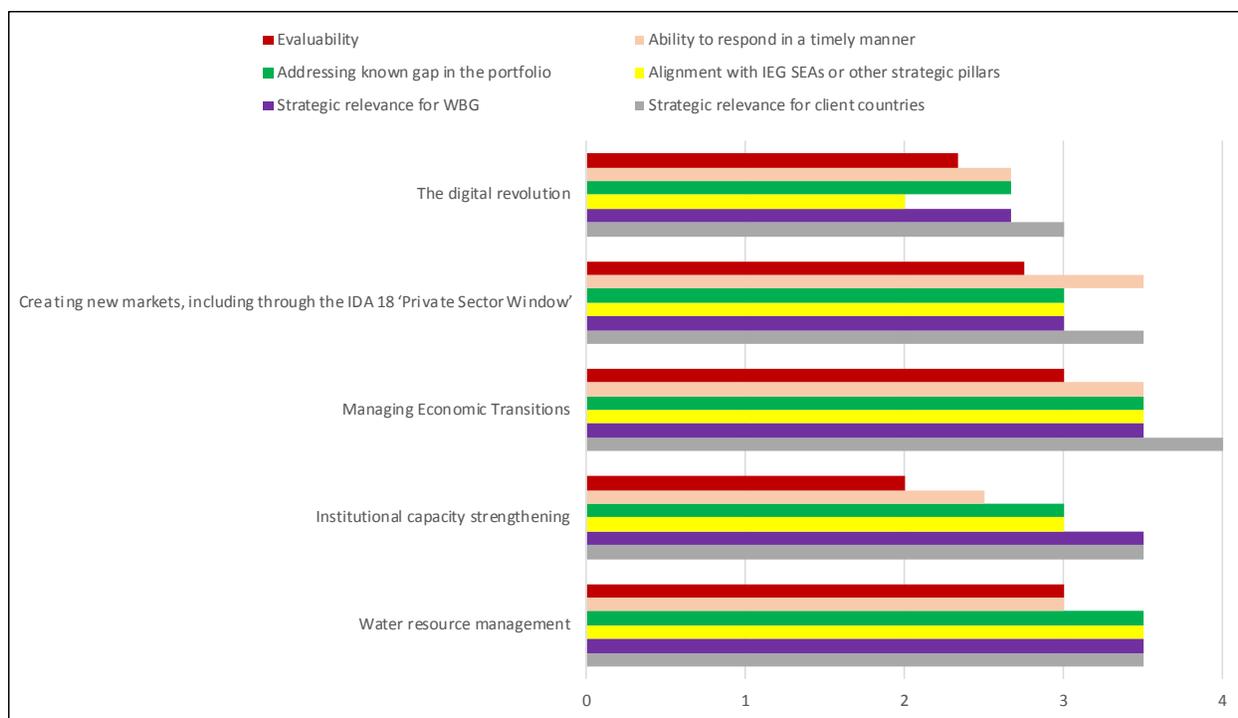
Table C1: Top Ten Evaluation Topics Recommended by IEG Departments

1. *Forced displacements and Migration*
2. *Role of advisory/AAAs in policy dialogue*
3. *WBG convening power and role in the global development landscape*
4. *Hunger and Malnutrition*
5. *Fostering regional cooperation / integration*
6. *The digital revolution*
7. *Creating new markets, including through the IDA 18 'Private Sector Window'*
8. *Managing Economic Transitions*
9. *Institutional capacity strengthening*
10. *Water resource management*

Figure C1: Preliminary Relevance and Evaluability Analysis, Selected Evaluation Topics

Average Selection Criteria Scores for Selected Evaluation topic





Average scores based on the scale: weak (1); fairly weak (2); fairly strong (3); strong (4)

3. Portfolio Gap Analysis

Objective

1. **As one of the components of the IEG work program design, the objective of the IEG Portfolio Gap Analysis is to help select evaluations that are timely and relevant to the Board and to WBG operations vis-à-vis current WBG portfolio trends.** In order to achieve this objective, the gap analysis mapped IEG evaluations over the past decade against WBG portfolio trends since FY2012 up to the current time (Q3 FY2017). This mapping exercise resulted in the identification of areas with good coverage by recent IEG evaluations, areas where there are gaps, and areas where current IEG evaluations will provide timely insights given growing portfolio trends.

Methodology Brief

2. **IEG reviewed commitment trends in WBG portfolio over the period FY12-FY17.** The measure used was the sum of IBRD/IDA/Grant amounts for the World Bank (including pipeline commitments for FY17), Total Original Commitments for IFC investments, and Gross Exposure for MIGA over the two fiscal year periods FY12-14 and FY15-17 (Tables B2 and B3).²

3. **IEG mapped its major evaluations, country partnership evaluations, global partnership reviews, and major learning products based on their overall evaluation topic against these summarized commitment trends** to visualize the alignment of major evaluations

² Data Sources: Data was retrieved from the WBG’s management information systems, namely Business Intelligence for the World Bank, iDesk for IFC Investment, and MIGA portal for MIGA.

and the WBG portfolio. Evaluations were mapped against World Bank major sectors and themes, IFC industry groups, and MIGA sectors. For example, the FY11 “Governance and Anticorruption” evaluation was mapped against the World Bank’s major sector code “Public Administration” and the major theme code “Public Sector Management” while the FY14 “Health Systems Financing” evaluation was mapped against the World Bank’s major sector code “Health” and major theme code “Human Development and Gender.”

4. Mapping IEG evaluations based on their overall evaluation topic has advantages but at the same time is constrained by a significant caveat. By focusing on the evaluation’s overall topic, the mapping exercise was able to zoom in to those evaluations which really targeted the sector/theme/industry group issues head on. However, by focusing on the evaluation’s main topic, some cross-cutting sector/theme/industry groups may appear to be under covered when in fact they are not. A case in point are the World Bank’s major sector “Public Sector Administration” and major theme “Public Sector Management” for which, while few evaluations tackle these issues exclusively, most evaluation portfolios contain activities that address public sector administration and management issues as part of their sector or thematic work. To get the complete picture and avoid this caveat, one would have to map the underlying evaluation portfolios against the underlying sector/theme/industry projects – something IEG may do going forward.

5. For World Bank projects, the review looked at both pre-update and current major sector and theme coding scheme. OPCS recently completed an exercise to streamline World Bank sector and theme codes in an effort to improve their utility; projects approved before the update were retrofit using a rules-based approach. Given that the streamline exercise was recently completed, the review summarized portfolio data using both the pre-update and current sector and theme coding schemes.

Descriptive Summary of Findings

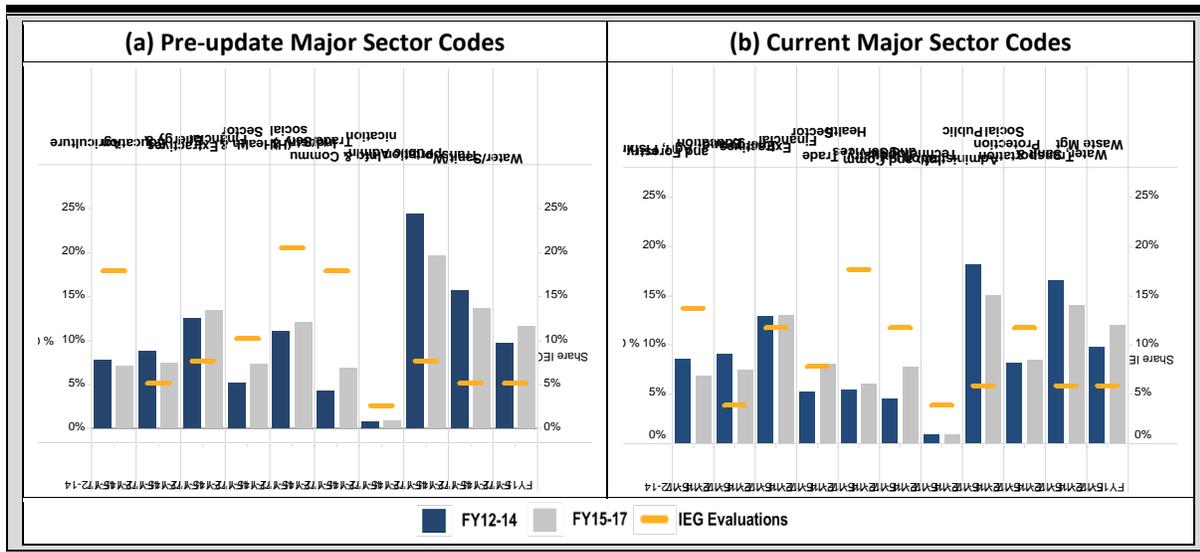
6. A summary of pre-update and current codes shows good coverage of most major sectors by IEG evaluations. Seven out of the eleven major sectors received either a greater share of evaluation coverage than the major sector’s share of the portfolio or at least ten percent of IEG evaluation coverage. Four areas received a higher share of evaluation coverage than the major sector’s share of the portfolio, namely agriculture/fisheries/forest, health, industry/trade, and social protection.

7. By contrast, education, energy & extractives, public administration, transportation, and water/sanitation/waste were covered in a more limited share of IEG evaluations. These trends largely hold when looking at both pre-update and current major sector codes with the exception of social protection which was not available under the pre-update coding system (Figure B2). This is why IEG included in its recent work program evaluations on Tertiary Education, Renewable Energy, and Water and Sanitation.

8. However, while there has been good coverage of major sectors, some of the evaluated portfolios are reaching or have passed the ten-year mark and are therefore suitable for an update. For example, in agriculture, two major evaluations stand out, the “Growth and Productivity in Agriculture and Agribusiness (FY11)” evaluation and the “Food Crises (FY13)” evaluation. The former had a portfolio that extended up to 2008 (closed projects where ICRRs

were available) while the latter examined a cohort of emergency recovery loans that were part of the Global Food Crises program – a subset of the agriculture portfolio. Similarly, while there has been good coverage of electricity access (including off-grid) and there is on-going work on renewable energy, there has not been a major evaluation of extractive industries over the past ten years. In water, while there is an on-going evaluation on water supply and sanitation, there has not been an evaluation on water resources in over a decade. To address these gaps, IEG proposes to consider preparing Meso Evaluations on some of these sectors.

Figure C2: Share of World Bank Amounts by Pre-update (a) and Current Major Sectors (b) and Share of IEG Major Evaluations (right axis in a & b)

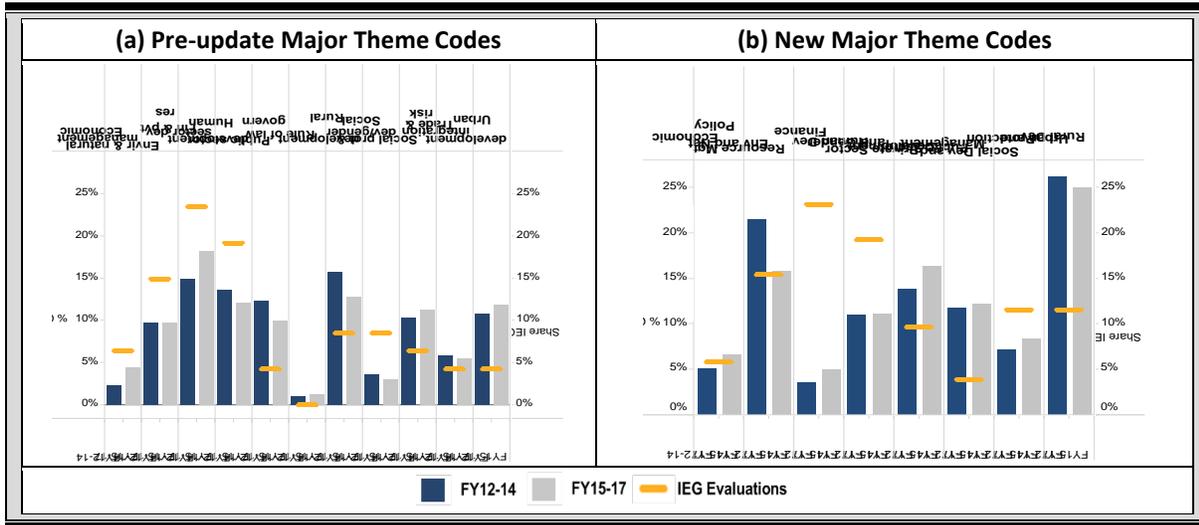


Source: WB Business Intelligence and IEG Major Evaluations

9. **Current thematic codes also show good coverage across most thematic areas but comparing pre- and post-update trends is challenging.** Five out of the eight major themes received either a greater share of evaluation coverage than the major theme’s share of the portfolio or at least ten percent of IEG evaluation coverage, namely economic policy, environment & natural resource management, finance, human development & gender, and social development & protection.

10. **By contrast, the thematic areas of private sector development, public sector management, and urban & rural development received a more limited coverage given their relative importance to the overall WB portfolio.** However, comparing pre-update and current sector codes is challenging given that the streamlining efforts resulted in the renaming and clustering of thematic areas. While many trends hold for both periods, the new coding system reveals gaps in areas that previously appeared well covered (e.g. private sector development) (see Figure B3).

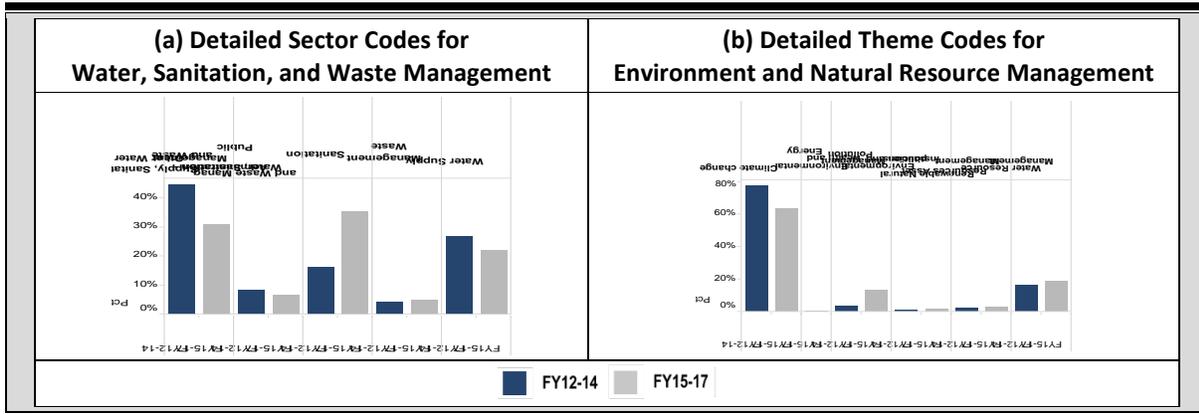
Figure C3: Share of World Bank Amounts by Pre-update (a) and Current Major Themes (b) and Share of IEG Major Evaluations (right axis in a & b)



Source: WB Business Intelligence and IEG Major Evaluations

11. **Within major sectors and themes, a growing trend in several sub-sectors and sub-themes is matched by a relevant IEG major evaluation, proving timely coverage.** For instance, within the sector code “Water, Sanitation, and Waste Management,” sanitation is a growing area where the IEG evaluation “Water Supply and Sanitation” can shed light on issues relevant to this growing portfolio (Figure B4a). Within the thematic area of “Environment and Natural Resource Management,” environmental health and pollution management is a growing area covered by the on-going IEG evaluation on “Towards a Clean World for All” (Figure B4b). Similarly, within the “Urban and Rural Development” sector code, urban development has increased relative to rural development; the on-going “Urban Transport” evaluation as well as an upcoming series of IEG evaluations on sustainable cities will cover this growing area. On the other hand, while renewable natural resources asset management and water resource management account for approximately 21 percent (growing from 18 percent) of the “Environment and Natural Resource Management” thematic code, these areas have not been covered in the past decade.

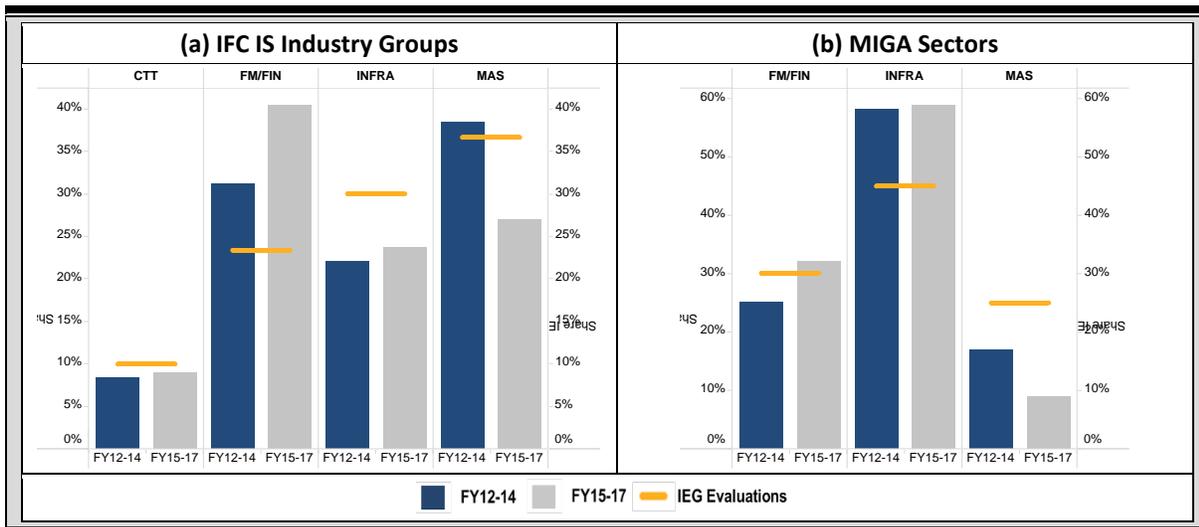
Figure C4: Share of World Bank Amounts by Updated Detailed Sector and Theme Codes (left axis) and Share of IEG Major Evaluations (right axis)



Source: WB Business Intelligence and IEG Major Evaluations

12. For IFC and MIGA, most sectors saw good coverage at the industry group / major sector level (Figure B5). All IFC and MIGA industry groups / major sectors received at least 20 percent of IEG major evaluation coverage save Collective Investments, Telecom, Technology (CTT) which received as much coverage as its relative share of the IFC portfolio. While coverage appears to lag behind for the IFC’s financial industry group, the recent Capital Markets, Financial Inclusion, and SME support evaluation covered these issues extensively. Within IFC’s Manufacturing, Agribusiness, and Services (MAS), IEG’s recent Industrial Competitiveness and Jobs and Rural Non-Farm Evaluations covered aspects of agribusiness, an important and growing sub-area (“agribusiness & forestry” accounted for approximately 20 percent of MAS in FY12-14 and for approximately 30 percent in FY15-17). For MIGA, the “power” sector, which represents an important and growing area, was covered under the recent access to electricity evaluation with a portfolio spanning almost one and a half decades (FY2000-2014).

Figure C5: Share of IFC and MIGA Commitments by Industry Group (a) and Sectors (b) and Share of IEG Major Evaluations (right axis)



Source: WB Business Intelligence and IEG Major Evaluations

Table C2: Recent IEG Evaluations by Sector (FY10-17)

Sector	% of WB Lending		% of WB ASA (ESW & TA)		Evaluations
	FY 12-14	FY 15-17	FY 12-14	FY 15-17	
Agriculture and Rural Development	8	7	5	6	Global Food Crisis Response (FY13)
					Managing Forest Resources for Sustainable Development (FY13)
					Impact Evaluations in Agriculture (FY11)
					Growth and Productivity in Agriculture and Agribusiness (FY11)
					GPR: Forest Carbon Partnership (FY12)
					GPR: International Assessment of Agricultural Knowledge, Science, and Technology for Development (FY10)
					Rural Non-Farm Economy (FY17)
Education	9	7	7	6	World Bank Support to Education Since 2001 (FY11)
					Higher Education for Development (FY17)
Energy and Mining	13	13	7	8	Electricity Access (FY15)
					Clustered CPE on Resource Rich Countries (FY15)
					Challenge of Low-Carbon Dev.: Climate Change and WBG - Phase II (FY10)
					Climate Change and WBG: Win-Win Energy Policy Reforms - Phase I (FY09)
Finance	5	7	17	13	GPR: EITI (FY11)
					Capital Market Development (FY16)
					Inclusive Financing (FY15)
					WBG Response to the Global Economic Crisis - Phase II (FY12)
Health and Other Social Services	11	12	12	12	WBG Response to the Global Economic Crisis - Phase I (FY10)
					Health Systems Financing (FY14)
					Social Safety Nets and Gender Equality (FY14)
					Maternal and Child Health Care Systematic Review (FY13)
					What Can We Learn from Nutrition Impact Evaluations? (FY10)
					Social Safety Nets (FY11)
					Improving Effectiveness and Outcomes for the Poor in Health, Nutrition and Population (FY09)
					GPR: GAVI (FY14)
GPR: The Global Fund to Fight AIDs, Tuberculosis and Malaria (FY12)					
Industry and Trade	4	7	8	8	Jobs and Competitiveness (FY16)
					Support to SMEs (FY14)
					Public-Private Partnerships (FY14)
					Investment Climate Reform (FY14)
					Trade Finance (FY13)
					Innovation, Entrepreneurship, and Competitiveness (FY13)
ICT	1	1	3	3	Support to SMEs (FY13)
					Capturing Technology for Development (FY11)
Public Administration, Law, and Justice	24	20	31	33	World Bank Country-Level Engagement on Governance and Anticorruption (FY11)
					World Bank Engagement at the State Level (FY10)
					Improving Municipal Management for Cities to Succeed (FY10)

Sector	% of WB Lending		% of WB ASA (ESW & TA)		Evaluations
	FY 12-14	FY 15-17	FY 12-14	FY 15-17	
Transportation	16	14	4	5	Improving Capability and Financial Viability to Sustain Transport (FY13) Urban Transport Services (FY17)
Water, Sanitation, and Flood Protection	10	12	5	7	GPR: Global Water Partnership (FY10) Water Supply & Sanitation (FY17)

Table C3: Recent IEG Evaluations by Theme (FY10-17)

Theme	% of WB Lending		% of WB ASA (ESW & TA)		Evaluations
	FY 12-14	FY 15-17	FY 12-14	FY 15-17	
Economic Management	2	4	11	10	Clustered CPE on Resource Rich Countries (FY15) WBG Response to the Global Economic Crisis - Phase II (FY12) WBG Response to the Global Economic Crisis - Phase I (FY10)
Environment and Natural Resources Management	10	10	8	9	Adapting to Climate Change: Assessing WBG Experience - Phase III (FY13) Managing Forest Resources for Sustainable Development (FY13) The Challenge of Low-Carbon Dev.: Climate Change and WBG - Phase II (FY10) GPR: GEF (FY14) GPR: Forest Carbon Partnership Facility (FY13) GPR: Global Water Partnership (FY10) Water Supply and Sanitation (FY17)
Financial and Private Sector Development	15	18	23	19	Capital Market Development (FY16) Jobs and Competitiveness (FY16) Inclusive Finance (FY15) Support to SMEs (FY14) Investment Climate Reform (FY14) Public-Private Partnerships (FY14) Innovation, Entrepreneurship, and Competitiveness (FY13) Assessing IFC's Poverty Focus and Results (FY11) GPR: EITI (FY11) Earnings and Growth and Employment Creation in 3 MICs (FY11) MIGA Financial Guarantees (FY11)
Human Development	14	12	11	10	Early Childhood Development (FY15) Health Systems Financing (FY14) Maternal and Child Health Care IE Review (FY13) World Bank Support to Education Since 2001 (FY11) What Can We Learn from Nutrition Impact Evaluations? (FY10) GPR: GAVI (FY14) GPR: The Global Fund to Fight AIDs, Tuberculosis and Malaria (FY12) GPR: Stop TB Partnership (FY10) Higher Education for Development (FY17)

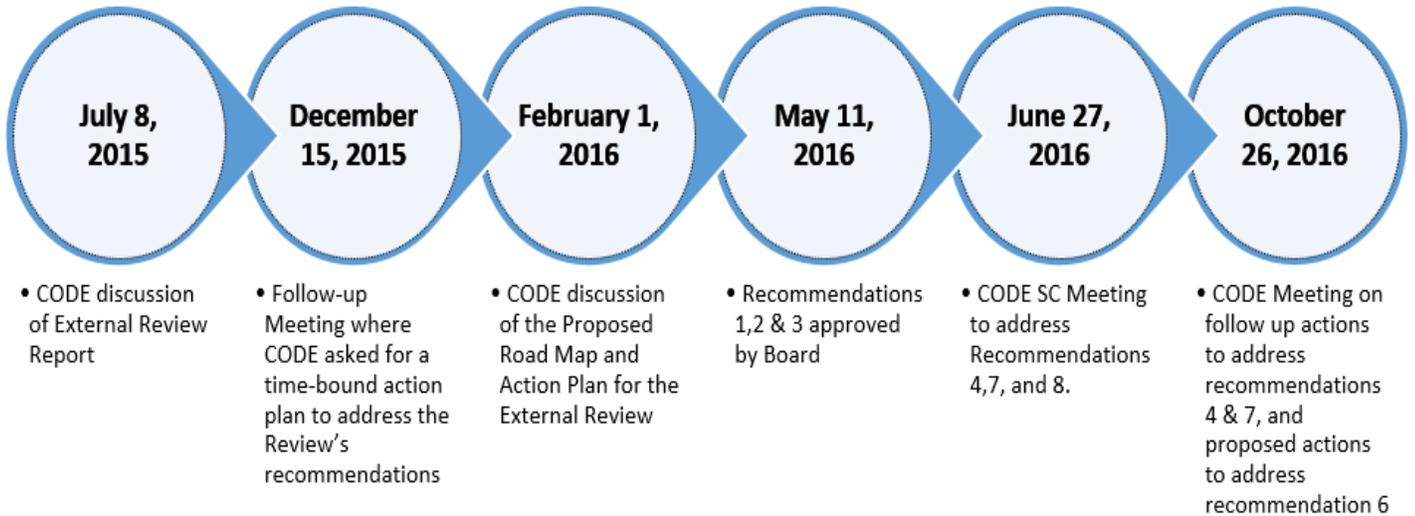
Theme	% of WB Lending		% of WB ASA (ESW & TA)		Evaluations
	FY 12-14	FY 15-17	FY 12-14	FY 15-17	
Public Sector Governance	12	10	16	17	World Bank Country-Level Engagement on Governance and Anticorruption (FY11)
					World Bank Engagement at the State Level (FY10)
Rule of Law	1	1	2	2	-
Rural Development	16	13	3	5	Global Food Crisis Response (FY13)
					Impact Evaluations in Agriculture (FY11)
					Growth and Productivity in Agriculture and Agribusiness (FY11)
					Rural Non-Farm Economy (FY17)
Social Development, Gender, and Inclusion	4	3	5	5	2015 Results and Performance Report – Gender Chapter (FY16)
					Social Safety Nets and Gender Equality (FY14)
					Social Safety Nets (FY11)
					Analyzing the Effects of Policy Reforms on the Poor (FY10)
Social Prot. and Risk Management	10	11	10	11	Poverty Focus of Country Programs (FY15)
					Youth Employment Programs (FY12)
					Social Safety Nets (FY11)
Trade and Integration	6	5	5	6	Trade Finance (FY13)
					WB Involvement in Global and Regional Partnership Programs (FY11)
Urban Dev.	11	12	5	7	Improving Municipal Management for Cities to Succeed (FY10)
					Urban Transport Services (FY17)

Appendix D: Implementation Status – Recommendations of the External Review

13. **Significant progress has been made on all recommendations of the External Review**, following a tight timeline (Figure E1).

- **Recommendation 1:** The recommendation that IEG should remain an independent unit within the WBG with clear accountability and learning responsibilities was approved by the Board in May 2016. The implementation of this recommendation involves a revision of the Director General, Evaluation (DGE) Mandate, now called the IEG Mandate, a draft of which has been prepared for CODE's review.
- **Recommendation 2:** The Board approved the recommendation that regular independent external reviews of IEG should be conducted. CODE will include in its work program, going forward, periodic independent external reviews of IEG.
- **Recommendation 3:** The Board approved the recommendation to establish a single 6-year non-renewable term for the DGE, with no possibility of entry/re-entry into the WBG. The draft new IEG Mandate reflects this change.
- **Recommendation 4:** The principles of a WBG Evaluation Framework have been finalized for discussion with CODE in May 2017 (see Box E1).
- **Recommendation 5:** Following a CODE meeting in October 2016, CODE agreed to consider how to strengthen its oversight functions in the new term.
- **Recommendation 6:** To address recommendation 6 on enhancing the quality, relevance, usefulness, credibility, and influence of IEG's work, CODE members agreed at the October 2016 meeting to periodically review IEG's products to assess their efficiency and impact vis-à-vis accountability and learning, starting with the IFC/MIGA PPAR and CCPE. The review of the IFC/MIGA PPAR is ongoing, while with respect to CCPEs, a hybrid approach has been agreed with CODE relying on single or clustered CPEs based on business needs and strategic relevance. Additionally, IEG is implementing a wide range of internal reforms to enhance the credibility and use of its evaluations, as described in the rest of this section.
- **Recommendation 7:** To address this recommendation to improve the process of developing recommendations and formulating action plans to IEG's evaluations, in FY 16, two new approaches to engage WBG management during evaluations were piloted (REACT and PROACT workshops) and the experiences from these pilots were discussed at the June 2016 CODE meeting. For FY17, six pilots were proposed to increase engagement at various stages of an evaluation (design, implementation, and conclusion) and for the preparation of action plans. Initial experience from these pilots will be reported to CODE in early FY18.
- **Recommendation 8:** To address this recommendation on broadening IEG's role in building M&E capacity in client countries, four strategic directions were proposed and discussed as part of IEG's FY17 work program and budget document. An update to these proposals is provided in detail in paragraphs 105.

FIGURE D1: TIMELINE OF IEG'S EXTERNAL REVIEW RECOMMENDATIONS DISCUSSIONS



Box D1: The WBG Evaluation Framework

The Evaluation Framework will set out the WBG's vision for conducting and utilizing evaluation – both self- and independent – in ways that enhance the Institutions' capacity to manage for results, to incorporate lessons learned into new operations and strategies, to be more agile and responsive to clients' needs for higher impact, and to set new standards for evaluations.

The purpose of the Evaluation Framework is to describe the key elements of the WBG evaluation architecture, including definitions; key concepts and principles; a theory of change underlying the evaluation function; a brief description of each institution's approaches to evaluation; and feedback loops between evaluations and operations.

The Evaluation Framework will provide the *overall architecture of* and the *shared high-level principles for* evaluation at the WBG, as well as at each institution's level. The Evaluation Framework will refer to relevant existing documents, and will also be complemented with updated WBG documents that define each institution's evaluation processes and functions. These documents will provide the depth and detail needed to govern each of the Institutions' evaluation functions, in line with the overall Evaluation Framework.

Appendix E: Strengthened Quality Assurance Framework

14. In FY17, a strengthened IEG’s quality assurance process has been put in place and IEG’s portfolio analyses and evaluation methods have been further strengthened, under the direction of IEG’s Methods Advisory Function.

Quality Assurance Framework

15. Over the past few years, IEG has put in place a comprehensive quality assurance framework. Good quality starts with the selection of the right evaluation issues; thus, IEG has continued to refine its process for selectivity and prioritization of the work program. During evaluation preparation and implementation, key quality elements include: quality standards for approach papers, internal IEG review meetings of draft approach papers and evaluation reports with external peer reviewers, and review and feedback by WBG management on draft approach papers and evaluation reports. ReACT Workshops have been organized in the framework of major evaluations as an additional feedback loop to deepen engagement with WBG management on the findings of draft reports and the formulation of recommendations. The quality assurance process ends with the implementation of an “after-action review” after the completion of evaluation reports, where IEG staff have a structured debrief process to analyze what happened, why, and how the work could have been done better.

16. In FY17, IEG took several steps to further enhance the quality assurance framework of its evaluations.

17. First, the process to ensure relevance of the work program was refined. As in previous years, an extensive consultation process took place with a large number of internal and external stakeholders, from across the WBG institutions. Consultations aimed to ascertain alignment between the proposed work program for IEG in FY18-20 and the main strategic priorities of the WBG and the main development challenges likely to affect its clients going forward. In addition, a thorough Gap Analysis was conducted aimed to identify potential gaps between IEG’s existing stock of evaluative work and the areas where the WBG is most or increasingly active in through lending and non-lending activities. Details on the selectivity process are provided in Chapter 3.

18. Second, a Methods Advisory Function was established with the responsibility to provide methodological and quality assurance support to major evaluations. Significant progress was made in the three main areas that constitute the mandate of the Methods Advisory Function: i) strengthen evaluation methods in IEG products and services, including piloting of new and innovative evaluation techniques, with a focus on helping IEG staff select the best available evaluation methods and design to address specific evaluation questions; ii) ensure consistent and efficient collection, use, and presentation of data in IEG evaluation work, including by coordinating and overseeing the work of IEG’s portfolio and data analysts; and iii) support the development of IEG staff evaluation skills, and IEG’s global presence in professional fora on evaluation methods and data. The Methods Advisory Function is led by the IEG Methods Adviser and brings together IEG staff members with strong and varied methodological expertise who provide demand-driven support to different evaluation teams on specific methodological issues.

19. **Third, IEG approved a number of principles to further enhance the quality and credibility of its major evaluations**, following a review by the Methods Advisory Function of the quality assurance framework for major evaluations. The following principles, constituting a more efficient and systematic quality assurance framework, should be applied to all major evaluations starting in FY18:

- Developing a concept note early on in the evaluation process to facilitate a focused discussion on the rationale and scope of the evaluation.
- Maintaining the approach paper one-stop process as a reference point for discussing and deciding on the evaluation scope and approach.
- Introducing a review meeting after the approval of the approach paper to further flesh out the details and agree upon a feasible and credible methodological design.
- Introducing a review meeting at mid-point to review progress in data collection and analysis, the breadth and depth of coverage of evaluation questions, and decide on course corrections where needed.
- Introducing a review meeting after the finalization of data collection and analysis activities to review the breadth and depth of coverage of evaluation questions, and discuss the evaluation's main tentative findings and emerging messages.
- Maintaining the draft report one-stop process as a reference point for discussing and deciding on the finalization of the evaluation report.

20. **In addition to the above IEG will consider on a pilot basis the implementation of additional quality assurance** or quality enhancement mechanisms such as the use of reference groups (on top of external peer reviewers) and evaluability assessments.

Methods and Data

21. **IEG has continued to invest in testing, adapting, and developing new methods and data to maintain cutting-edge rigor and quality in the evaluation of WBG interventions.** IEG evaluation teams in collaboration with the Methods Advisory Function have been actively engaged in the following initiatives.

22. **First, significant progress has been achieved in piloting innovative methods and approaches.** For example, the Shared Prosperity evaluation analyzed the geo-spatial targeting of WBG support in relation to poverty needs. The Health Services evaluation conducted Social Network Analysis (at different levels, i.e., global, country) to better understand the dynamics among different institutional actors and the positioning of the WBG in the institutional landscape of support to health sector. The Citizen Engagement evaluation piloted innovative causal inference methods such as process tracing to rigorously analyze and understand the effects of citizen engagement.

23. **Second, IEG has continued to invest in strengthening the design and implementation of its evaluations.** A number of initiatives were undertaken to further strengthen and harmonize design principles in complex major evaluations. Structured meetings on the approach paper were organized for new evaluations to discuss the rationale, potential use, scope, methodological design and theory (or theories) of change underpinning evaluations. New guidance materials were

produced (e.g. on structured literature reviews) and existing guidance (internal and external) was updated and reorganized in a new Spark page accessible to IEG staff and the broader WBG community.

24. **Third, an internal assessment of portfolio review and analysis practices, tools and skills was undertaken to further strengthen the efficiency, quality and innovative potential of portfolio reviews.** Portfolio review and analysis (PRA) constitutes the backbone of most of the evaluative work undertaken by IEG. The assessment analyzed the key challenges and identified three main areas of reform that are currently being initiated:

- ***Enhancing staff capacity in PRA*** through dedicated training courses for task team leaders (TTLs), evaluators, and analysts as part the IEG Academy (an umbrella term for all capacity development activities organized within IEG).
- ***Developing a staffing plan and structure for PRA*** in IEG with PRA coordinators and analysts embedded in each of the units, under the technical supervision of the Methods Advisory Function.
- ***Investing in public goods***, i.e., further strengthening the use of clear PRA protocols, investing in improved data management systems, and ensuring the availability of specialized expertise in particular areas of PRA.

25. **Fourth, IEG continued to invest in the methodological skills of its staff.** The IEG Methods Series of Brown Bag Lunches (BBLs) was launched in which external and internal experts covered a range of methodological topics such as impact evaluations, using big data in evaluation, quali-quantitative and qualitative methods of causal inference, collaborative approaches in evaluation, and case-based methods. Training was also organized on the use of computer-assisted qualitative data analysis software. Under the umbrella of the newly established IEG academy, work has started on developing dedicated courses on methodological design and data collection and analysis to further strengthen the capacities of IEG staff. IEG's staff skills were also supported by ensuring IEG's global presence in professional fora and conferences on evaluation practices and selected IEG staff attended specialized trainings on evaluation methods.

Appendix F: List of DGE Statements to WBG Executive Directors and Management in FY17

DGE Statements to Executive Directors

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

DGE Statements to WBG Management

First Quarter

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

Second Quarter

- January 2017 Global Economic Prospects, November 17, 2016
- Poverty and Shared Prosperity 2017 Report, November 21, 2016

Third Quarter

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

Fourth Quarter (as of May 25, 2016)

- Proposal to use the IDA 17 Regional Window to provide financing for the Pandemic Emergency Financing, April 12, 2017

Appendix G: Update on Commitments made in FY16

FY16 Commitments	Status
<p>Plan to revise and strengthen the Results Framework, and develop more meaningful key performance indicators, in early-FY17 as part of the broader process of updating the IEG Mandate and TOR that CODE has endorsed. The revised Results Framework will provide a stronger basis for CODE oversight of IEG results and performance over the course of the fiscal year.</p>	<p>The revised Results Framework is included in this report in Appendix B.</p>
<p>We expect to complete evaluation work on Service Delivery in FY18, and discuss options for new Strategic Engagement Areas in FY17. These options may include Urban Development or Resilience to address the nexus of growing challenges related to migration, resilience, disaster risk management, and sustainable infrastructure development. These themes are well aligned with those the WBG has identified as key priorities in the Forward Look and W Process.</p>	<p>Following the WBG’s adoption of the Forward Look in FY17, IEG is now adjusting its three SEAs to the “2 goals, 3 ways to achieve them” in the following way: (1) Inclusive Growth becomes <i>Inclusive and Sustainable Economic Growth</i>, which makes sustainability an explicit dimension of IEG’s newly defined SEA; (2) Sustained Service Delivery for the Poor becomes <i>Investing in People</i>, where IEG will continue its emphasis on services delivery to the poor and bottom 40%; and (3) Environmental Sustainability becomes <i>Fostering resilience to global shocks and threats</i>, which broadens IEG’s environmental sustainability SEA.</p>
<p>IEG will scale up the use of ReAct workshops as well as test other processes in FY17 to deepen management engagement in evaluation work. IEG and management have established a working group to develop an action plan on next steps, which will be shared with CODE for information. IEG and Management will then prepare a stock-taking report on the experience of the pilot activities in end-FY17, including suggestions for any proposed changes to the current process for recommendations, action plans, and the Management Action Record, for CODE review and endorsement.</p>	<p>IEG and management have collaborated to pilot new ways to engage on recommendations and action plans for evaluations. The experience from these pilots will be reported to CODE in FY18.</p>
<p>Country Program Evaluations: As agreed in last year’s work program, IEG is undertaking a stocktaking to assess the relevance, effectiveness, and</p>	<p>The CCPE stocktaking was completed in FY17 and discussed at CODE on October 2016. CODE</p>

FY16 Commitments	Status
<p>efficiency of the CCPE pilot. The stocktaking will be finalized in early-FY17, after CODE has reviewed the second pilot and shared its feedback.</p> <p>The design of the overall approach, the best way to achieve synthesis and lesson learning, and the criteria for selecting the countries will be decided once the stocktaking is completed.</p> <p>In addition, IEG proposes to do a small pilot country study in FY17 on <i>Reimbursable Advisory Services (RAS) in Saudi Arabia</i>, the Bank's oldest RAS Program, in response to a request by Bank management and country authorities. [...] This case study would be prepared as a learning engagement and would help IEG develop a methodological framework for a possible future evaluation of RAS.</p>	<p>supported IEG's option to proceed with a hybrid/mixed approach and use a combination of CCPEs and single country CPEs.</p> <p>The Saudi Arabia country authorities have communicated through the ED that the decision on the country study should be postponed.</p>
<p><i>Project-Level Evaluations- PPARs</i> IEG plans to continue improvements in FY17, with continued use of more rigorous methods, improved PPAR template to enhance readability and accessibility, and greater emphasis on outreach.</p>	<p>Efforts to strengthen methods are ongoing (Appendix E). A new PPAR template has been developed that will be piloted in FY18, and outreach efforts have been strengthened.</p>
<p><i>Project Validation</i> Following CODE's review of <i>Behind the Mirror</i>, management will develop its Action Plan to implement the agreed recommendations – and IEG will develop complementary actions to improve the validation process within IEG. These actions will be reviewed with CODE in FY17, including the scope for streamlining the system and options for moving to sampling of ICR Reviews, rather than the current 100 percent coverage.</p>	<p>The ICR reform was conducted in FY17 and the streamlined ICR is expected to be launched in July 2017. (see para 45, bullet 3)</p>
<p><i>IFC/MIGA Micro Products</i> The new PCR guidelines were introduced in January 2016, supported by joint IFC-IEG training. The launch of online training is planned in FY17. The revised XPSR guidelines were piloted in FY16 and will be fully implemented in FY17, with training planned in the coming year. IEG and MIGA completed and tested guidance for a new MIGA product (non-honoring of financial obligations). This guidance will be included into the revision of Project Evaluation Reports (PERs) in MIGA, planned to start in FY17.</p>	<p>IEG has provided feedback to IFC to help launch the online training. The revision of guidance for MIGA PERs is ongoing.</p>

FY16 Commitments	Status
<p><i>Learning Products</i> In response to the stock-taking, IEG recommends a substantial redesign of our current approach to learning and knowledge sharing.</p> <p>To achieve this new direction, we propose to pilot in FY17 a new Rapid Results Learning Fund of \$750,000 under the Director General, which would approve and fund larger IEG learning engagements on a rolling basis, based on clear eligibility criteria. [...]</p> <p>IEG will develop a robust system to monitor the delivery, cost, and use of all learning activities, to ensure managerial accountability for results, value for money, and effective reporting. We will provide a summary of activities delivered through the new Rapid Results Learning Fund in the CODE Quarterly Report to keep CODE apprised of implementation, and will complete a stock-taking with Management in end-FY17 to assess the effectiveness of this new approach.</p>	<p>The Learning Fund was launched at the beginning of FY17 and has been fully utilized.</p> <p>A robust internal monitoring system has been put in place and regular updates are included in the CODE Quarterly Report.</p> <p>We propose to postpone the stocktaking to the end of FY18 as it would be too early to assess the impact in FY17.</p>
<p><i>Enhancing Knowledge and Communications</i></p> <ul style="list-style-type: none"> • <u>Workflow automation</u> for PPARs and ICR Reviews, funded by the capital budget, have been implemented, with further refinements planned in FY17; work on disclosure tracking system is underway. • IEG will launch a <u>new revamped website</u> in FY17 with improved search capabilities, enhanced user interaction features, improved MAR sub-site, and a new online consultation system to enable stakeholders keep abreast with and contribute to ongoing IEG evaluations. 	<p>The ICR Online portal is operational.</p> <p>The new IEG Website was launched in FY17 and is operational.</p>
<p><i>Monitoring Implementation of Evaluation Recommendations.</i></p> <p>As part of our focus on Strategic Engagement Areas, IEG will review implementation of evaluation recommendations related to each Strategic Engagement Area, to ensure that our collective recommendations are strategic and coherent, and provide a platform for effective dialogue with management.</p> <p>Other process changes related to MAR in FY17 include: (1) improving the engagement process with management on evaluation recommendations and findings; (2) conducting a stock-taking of the MAR process over the past two years in partnership with management, and identifying steps to enhance the impact and effectiveness</p>	<p>IEG and management have collaborated to pilot new ways to engage on recommendations and action plans for evaluations. See para 58.</p>

FY16 Commitments	Status
<p>of the MAR process; and (3) continued system enhancements based on the experiences over the past two years.</p> <p>IEG will continue outreach efforts to familiarize Executive Directors' staff, WBG management, and other stakeholders on the use of the on-line system and enhanced MAR website.</p>	<p>IEG has organized a workshop for ED staff which covered the MAR process.</p>
<p><i>Other Evaluation Work</i></p> <p><u>Impact Evaluations.</u> In FY17, IEG will produce two impact evaluations that will feed into the FY18 evaluation on citizen engagement. The first will cover a community monitoring project in Burkina Faso, and the second will be on a community driven development project in Nepal. We will also continue to produce systematic reviews of the impact evaluation literature to accompany major evaluations when there is an evidence-gap to fill by doing so. These systematic reviews will also provide value-added for the WBG where there is considerable unmet demand for harvesting the evidence-base on specific development questions.</p> <p><u>Working Papers on Methods.</u> IEG will prepare working papers on key methodological issues, as part of our focus on clarifying and updating IEG's methods in line with global best practices. In FY17, IEG will prepare two sets of working papers covering: (1) our recent analytical work on Value for Money (see para. 48), and (2) the methodological frameworks to assess service delivery models and behavior change interventions for our work on Sustained Service Delivery to the Poor (other topics for working papers on methods will be identified after the arrival of the Methods Advisor).</p>	<p>Completed.</p> <p>Completed.</p>
<p><i>Evaluation Capacity Development</i></p> <p>IEG will provide an update on the implementation of the strategic directions in the FY18 work program document</p>	<p>See section IV. On Evaluation Capacity Development</p>