

IEG's Monitoring, Evaluation, and Learning System (MEL)

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

Tools to understand IEG's performance and influence

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

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

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

Monitoring Plan

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

Evaluation Plan

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

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

Learning Plan

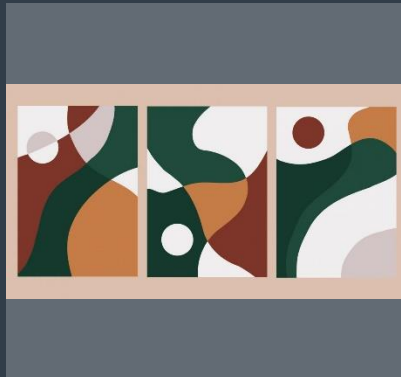
IEG's leadership team regularly discusses the mentioned reviews and initiatives to identify areas and actions for improvement, in consultation with IEG staff. The FY22 independent external evaluation of IEG will also involve the formulation of an action plan in response to recommendations. In addition,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

Tier I: Strategic Results

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



IEG'S COVID-19 LESSON LIBRARY



OUTCOME ORIENTATION EVALUATION



GLOBAL EVALUATION INITIATIVE

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

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

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

Tier I: Strategic Results

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

ACCOUNTABILITY

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

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

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE

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

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

EVALUATION CAPACITY DEVELOPMENT

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

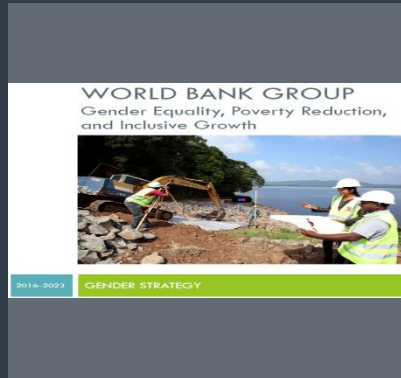
Indicator	Current (FY21)	3 yr avg
Increased use of evaluative evidence in decision-making in institutions (and countries) through GEI	TBD	TBD
Higher quality of selected evaluations in countries and institutions that have received support from GEI	TBD	TBD

Tier 2: IEG Outputs

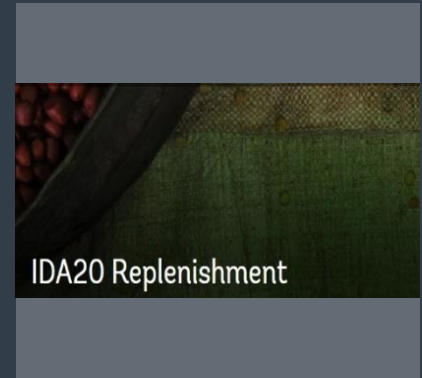
Activities and outputs delivered by IEG that contributes to achieving its strategic objectives.



WBG FCV STRATEGY



WBG GENDER STRATEGY



IDA 20 REPLENISHMENT

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

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

Tier 2: IEG Outputs

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

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

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

Tier 2: IEG Outputs

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

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



IEG METHODS ADVISORY FUNCTION



IEG ACADEMY



DIVERSITY, EQUITY, INCLUSION

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

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

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

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

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

Tier 3: IEG Performance

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

EVALUATION PLANNING

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

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

EVALUATION IMPLEMENTATION

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

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

EVALUATION CAPACITY DEVELOPMENT PERFORMANCE

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

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

Tier 3: IEG Performance

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

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

IEG Results Framework Indicator Descriptions

Tier 1: Strategic Results

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

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

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE			
IEG evaluations inform decision-making processes at different levels in the WBG to improve the development effectiveness of the WBG's programs and activities, and their responsiveness to member countries' needs and concerns.			
Indicator	Description	Current (FY21)	3 yr avg
Use of IEG to learn about factors of development effectiveness across sectors/ themes	% of respondents who selected the IEG client survey question option "Over the last 12 months, for what purpose have you engaged with IEG evaluation activities? To learn about factors of development effectiveness across sectors or themes."	2021 IEG client Survey Data	Average of 2018, 2019, and 2020
Use of IEG to learn about factors important to the design of a specific lending/ non-lending operation	% of respondents who selected the IEG client survey question option "Over the last 12 months, for what purpose have you engaged with IEG evaluation activities? To learn about factors important in the design of a specific lending or non-lending operation."	2021 IEG client Survey Data	Average of 2018, 2019, and 2020

EVALUATION CAPACITY DEVELOPMENT

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

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

Tier 2: IEG Outputs

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

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

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

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

EVALUATION CAPACITY DEVELOPMENT

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

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

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

Tier 3: IEG Performance

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

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

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

EVALUATION IMPLEMENTATION

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

Indicator	Description	Current (FY21)	3 yr avg
% of local consultants hired	Local consultants across major evaluations, PPARs, and all other products (ICRR, XPSR, CASCR, etc.) are considered in this number. This % is the total number of local consultants divided by the total number of all consultants in IEG	FY 21	2018, 2019, 2020 average
Satisfaction with overall quality of IEG products	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question “Thinking of all the IEG products you have engaged	2021 IEG client Survey Data	Average of 2018, 2019, and 2020

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

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

EVALUATION CAPACITY DEVELOPMENT PERFORMANCE

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

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

CONTRIBUTION TO CORPORATE GOALS

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

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