



**IEG**  
INDEPENDENT  
EVALUATION GROUP

**WORLD BANK GROUP**  
World Bank • IFC • MIGA

# Independent Evaluation Group

FY27 Work Program and Budget  
and FY28-29 Indicative Plan

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## Abbreviations

AI	Artificial Intelligence
AIMM	Anticipated Impact Monitoring and Measurement
CLEAR	Centers for Learning on Evaluation and Results
CLRV	Completion and Learning Review Validation
CODE	Committee on Development Effectiveness
CPE	Country Program Evaluation
CPF	Country Partnership Framework
DPO	Development Policy Operation
ECD	Evaluation Capacity Development
ECG	Evaluation Cooperation Group
EIN	Evaluation Insight Note
ESF	Environmental and Social Framework
FCV	Fragile, Conflict, and Violence
FoED	Foundations of Evaluation Design
GCP	Global Challenge Programs
GEI	Global Evaluation Initiative
GIA	Group Internal Audit
IBRD	International Bank for Reconstruction and Development
ICR(R)	Implementation Completion Report (Review)
IDA	International Development Association
IEG	Independent Evaluation Group
IFC	International Finance Corporation
IPDET	International Program for Development Evaluation Training
IPF	Investment Project Financing
LE	Learning Engagement
LP	Learning Product
M&E	Monitoring and Evaluation
MAR	Management Action Record
MIGA	Multilateral Investment Guarantee Agency
PCR	Project Completion Report
PER	Project Evaluation Report
PPAR	Project Performance Assessment Report
RAP	Results and Performance
SEP	Self-Evaluation Product
SH	Sector Highlights
TOC	Theory of Change
WBG	World Bank Group
XPSR	Expanded Project Supervision Report

## Executive Summary

The current landscape of Development Aid is characterized by significant uncertainty. The World Bank's projected global growth rate for 2025 is 2.3%, the lowest since 2008, and the 2020s is anticipated to be the slowest growth decade since the 1960s<sup>1</sup>. Persistent economic challenges, including incomplete trade recovery following the COVID-19 pandemic, and ongoing disruptions from conflict, disasters, and shifting policies, exacerbate supply chain pressures and increase investment risks. Traditionally, the global development community provides critical countercyclical financing, but current aid flows have declined sharply as key donors shift focus to domestic fiscal stabilization, defense, and social programs. In this constrained environment, it is crucial for the World Bank Group (WBG) to maximize the effectiveness and sustainability of its limited aid resources.

**The Independent Evaluation Group (IEG) plays an important role in improving development effectiveness of the WBG.** Central to its work are validations of WBG self-evaluation reports for individual projects as well as country programs, providing independent assessments that inform the design of future projects and programs. IEG also produces annual reports, such as the Results and Performance (RAP) and the Management Action Record (MAR) Validation, which are critical to the WBG's accountability framework. In addition, IEG conducts thematic and corporate evaluations that analyze specific sectors or processes across multiple projects, as well as country program evaluations (CPEs) that assess WBG's support to individual countries over defined periods. These larger multi-level, multi-project evaluations employ elaborate mixed methods designs that usually combine analyses at the overall portfolio level with in-depth analyses at country, project or other levels of analysis. In addition, IEG has launched a new product in FY26, Cluster Evaluations, to further diversify and complement IEG's evaluation approach.

**IEG continues to be a knowledge leader in the global evaluation community.** IEG's Global Evaluation Initiative (GEI) builds country client capacity in Monitoring and Evaluation (M&E), to strengthen M&E systems that support more informed, evidence-based, decision-making. IEG is also a founding member of the Evaluation Cooperation Group (ECG) which comprises the heads of the evaluation offices of multilateral development banks (MDBs) and other large bilateral development agencies. Through the GEI and ECG, evaluation knowledge is shared through webinars, research papers, trainings, M&E platforms, and dedicated working groups. In addition, IEG staff publish research papers and design and carry out trainings for staff and members of other development agencies, and clients.

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<sup>1</sup> *Global Economic Prospects*, World Bank, June 2025.

Another critical component of IEG's work is to **support and enhance the WBG's self-evaluation system**. IEG validates 100% of received WBG self-evaluations every year, covering the bulk of WBG interventions and programs. Over FY25-26 IEG has worked closely with the WBG on improving self-evaluation methodologies and processes as part of broader institutional efficiency reforms. As part of these reforms, the International Finance Corporation (IFC) plans to move to 100% self-evaluation of Investment Services, increasing the number of self-evaluations and IEG validations from 80 reports per year, to about 300 by FY28. Self-evaluations of the Multilateral Investment Guarantee Agency (MIGA) are also expected to increase as the number of guarantees accelerates and MIGA clear a backlog of self-evaluations over the next year(s). In addition, the ongoing reform to the country engagement model may result in a short-term increase of Completion and Learning Reviews as countries adapt the new format of the Country Partnership Framework. Furthermore, IEG's review of Implementation Completion Reports (ICR) has steadily increased from 220 reports in FY21 to around 300 in FY26, with 315 projected for FY27.

To cover the anticipated cost increases for project validation work, IEG intends to slightly reduce the number of thematic, corporate, and country evaluations. **In FY27, IEG proposes to deliver 6 thematic/corporate evaluations, 5 Country Program Evaluations (CPEs), the annual Results and Performance Report (RAP), and the Validation report of the Management Action Record, to a total of 13 major reports.** This is a slight decrease from the planned delivery of 14 major reports in FY26. At this time, we are projecting that IEG will maintain 13 major reports in FY28.

**IEG is requesting a budget of \$50.0 million for FY27, which constitutes a real increase of \$1.2 million.** This is in line with the indicative budgets presented to the WBG Board's Committee on Development Effectiveness (CODE) and Budget Committee in February 2024, and reaffirmed in the updated budget presented to CODE and the Budget Committee in February 2025. IEG is very careful with its budget; IEG consistently stays within budget, and IEG's share of the WBG's administrative budget has decreased steadily over the last 8 fiscal years (from 1.01% of WBG budget in FY18, to 0.91% in FY26). The primary use of the requested additional budget will be to: i) cover the costs of the expansion of validation work covering IFC and MIGA and fund reforms to improve results orientation in the WBG's self-evaluation and validation process, ii) strengthen IEG's investment in data science and other analytical innovations, and iii) expand Evaluation Capacity Development through the Global Evaluation Initiative (GEI).

# 1. Introduction: IEG in a Global Development Context and Mandate

## 1.1. Global Development Context

The current landscape of Development Aid is characterized by significant uncertainty. Persistent global economic difficulties remain, with international trade yet to recover fully from the impacts of COVID-19. Ongoing supply constraints are exacerbated by factors such as armed conflict, natural disasters, evolving trade policies, and other disruptions affecting the production and transportation of essential goods. The World Bank's projection for global GDP growth in 2025 stands at 2.3%, representing the slowest anticipated rate since 2008. Projections for the 2020s suggest this decade may experience the lowest growth rates since the 1960s, presenting additional challenges to poverty reduction efforts.<sup>2</sup>

The global development community has historically provided countercyclical financial support. However, recent aid levels have decreased significantly amid rising global tensions and slower economic growth, forcing major donors to reorient budgets towards closing fiscal gaps, enhancing defense spending, and investing in domestic social programs. As external assistance becomes increasingly limited, it is imperative for the World Bank Group (WBG) to ensure that its interventions and programs are relevant to its clients, effective in achieving their objectives, and resource efficient, to generate positive and sustainable development impacts.

The Independent Evaluation Group (IEG) plays a critical role in enhancing the effectiveness of the WBG. Having collected and analyzed WBG project-level data for over 50 years, IEG has a rich body of evaluation knowledge to provide the WBG with a long-term perspective on what works, what does not, and why. Through conducting new evaluative work and mining existing evidence, IEG generates insights, lessons, and recommendations at thematic and country levels as well as project levels. IEG's data collection and analysis, monitoring and evaluation capacity building engagements, and dissemination of lessons and knowledge, ensure that the WBG, as well as the global development community, can access and use rigorous evidence to make informed decisions, ultimately contributing to the design and implementation of more effective projects.

## 1.2. IEG's Mandate

As per its mandate, IEG is responsible for the assessment of the relevance, efficacy, and efficiency of WBG operational policies, programs and activities, and their contribution to development effectiveness. IEG carries out all independent evaluation work, and appraises the WBG's other evaluation systems and methods, including self-evaluation methodologies and results.

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<sup>2</sup> *Global Economic Prospects*, World Bank, June 2025.

IEG's approach is two-pronged, with the aim to enhance both the accountability of the WBG in achieving its objectives and generate learning to inform the formulation of new (and course corrections of ongoing) WBG work.

IEG's main responsibilities include:

- ensuring its work program is relevant and aligned with the WBG's key strategic priorities, through consultations with the WBG Board and Management,
- evaluating whether the WBG is producing the expected results,
- reviewing the WBG's operational self-evaluations,
- incorporating evaluation assessments and findings into recommendations designed to help improve the development effectiveness of the WBG, and regularly report to the Board on WBG Management actions in response to evaluation findings,
- identifying, disseminating and promoting the uptake of evaluation findings and lessons to maximize contributions to the WBG's learning and knowledge framework.

In addition, IEG works closely with development partners and member countries to foster international evaluation harmonization, to develop evaluation capacity in member countries, and to encourage best practice in international development evaluation, as sound evaluation is a public good.

IEG reports to the Board of Directors and carries out its responsibilities and functions under the oversight of the Committee on Development Effectiveness (CODE).

## 2. IEG Products

### 2.1. Project-Level Validation Products

At the core of IEG's work are validations of the self-evaluations carried out on individual WBG projects and products. These validation products<sup>3</sup> serve both to hold the WBG accountable for its performance and impact by giving an independent validation of the WBG's self-evaluation, as well as to generate learning from past individual projects to inform the design of future WBG interventions. Outputs from IEG's validations form the key building blocks for other evaluation work, from syntheses to thematic, corporate, and country evaluations. Additionally, IEG's annual report on the Results and Performance (RAP) of the WBG is underpinned by validation data and analysis.

IEG validates 100% of received WBG self-evaluation reports every year. IEG's validation product delivery is contingent on the influx of self-evaluations from the WBG, which can range from several hundred per year (IBRD/IDA Implementation Completion Reports) to around 20 (MIGA Project Evaluation Reports). Given that IBRD/IDA policy mandates that all projects undertake self-evaluations, and to conduct a Completion and Learning Review after each CPF, IEG by extension validates all IBRD/IDA projects and country programs. In the same way, MIGA undertakes 100% self-evaluation of guarantees, which IEG validates. IFC self-evaluates a subset of advisory services expected to have tangible outcomes by completion at 100% through a Project Completion Report (PCR). IEG then does a stratified random sampling of roughly 40-60% of the PCRs approved in the prior fiscal year. For Investment Services, IFC uses a similar stratified random sampling strategy but samples around 40% of active investment projects deemed as operationally mature; IEG validates this sample.

Following broader organizational reforms and heightened demand for validation services, IEG expects a significant increase in validation output, starting FY27. IEG is working with IFC to increase self-evaluation coverage of Investment Services, with the aim to move up 100% self-evaluation (and validation by IEG) by the end of FY28. This means a likely increased output of Expanded Project Supervision Reports (XPSR) Evaluative Notes from around 80 per year, to an estimated 300 reports per year (more details on the XPSR reform in section 4.2). Another surge, driven by reforms in the country engagement model and the commencement of new Country Partnership Framework (CPF) cycles, may also contribute to an uptick in CLR validation numbers in future years. It is however difficult to anticipate exact numbers at this point. Finally, MIGA is

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<sup>3</sup> IEG's microproducts are: Implementation Completion Report Review (ICRR), Completion and Learning Review Validation (CLR), Expanded Project Supervision Report Evaluative Note (XPSR Ev Note), Project Completion Report Evaluative Note (PCR Ev Note), Project Evaluation Report Validation Note (PER Val Note). Project Performance Assessment Reports (PPAR) were discontinued in FY26. See product descriptions in Annex 1.

expanding with more guarantees expected in the coming years, and will clear out a backlog of approximately 160 previously closed projects – this may result in a 30-50% increase in MIGA self-evaluations and IEG validations. See Table 2.1 for past and projected microproduct delivery and coverage ratio.

Historical and projected delivery figures for microproducts (ICRRs, XPSRs, PCRs, PERs, CLRV, PPARs) are tracked to ensure alignment with resource planning and strategic priorities. This forward-looking approach positions IEG to respond to evolving demands, ensure robust coverage across countries and thematic areas, and maintain the high quality and utility of its validation products.

*Table 2.1: Project and country level validations, and project evaluations*

Product	FY22		FY23		FY24		FY25		FY26 (est.)		FY27 (est.)	
	Coverage	Count	Coverage	Count	Coverage	Count	Coverage	Count	Coverage	Count	Coverage	Count
ICRRs	100%	240	100%	274	100%	356	100%	307	100%	300	100%	315
XPSRs	40%	88	40%	90	40%	80	40%	74	40%	82	65%	190
PCRs	>51%	70	>51%	75	>51%	62	51%	68	51%	77	51%	80
PERs	100%	12	100%	8	100%	11	100%	5	100%	20	100%	35
CLRVS <sup>4</sup>	100%	30	100%	21	100%	17	100%	24	100%	25	100%	25
WB PPARs	14%	33	3%	8	2%	6	3%	6	Discontinued			
IFC/MIGA PPARs	-	1	-	2	-	4	-	5	-	1	-	TBD

## 2.2. Other Products – MAR Validation, RAP, Syntheses, Learning Engagements

**RAP and MAR Validation:** Each year, IEG delivers two major reports that underpin the WBG’s accountability framework: the annual Results and Performance of the World Bank Group (RAP) and the Management Action Record (MAR) Validation. The RAP report analyzes trends in the WBG operations and country program ratings, outcome types, and factors linked to WBG performance. The report covers the World Bank investment lending, IFC investment and MIGA guarantee operations. The RAP report is discussed by the WBG Board. The MAR Validation report, on the other hand, provides an independent validation of the WBG Management’s Management Action Record update to the Board, which outlines the progress WBG Management has made on recommendations from IEG evaluations. The MAR report and MAR Validation report are discussed jointly with CODE.

**Synthesis and other products:** In FY25, IEG carried out an internal review of other products that are not evaluations or validations. The objective of the review was to ascertain if all IEG products

<sup>4</sup> The number reported in the table shows the count of CLRVS delivered to the Regions. The number of projected CLRVS is highly uncertain given the transition to the new country engagement framework that may lead to a significant short-term increase.

were useful and distinctly complementary to each other. The review resulted in the discontinuation of the Project Performance Assessment Report (PPAR); in its place, IEG is launching a new project-level product called Cluster Evaluations (see Section 2.3.1. below).

IEG also decided to sunset the Evaluation Insight Note (EIN) synthesis product, with the aim to instead produce dedicated synthesis work, based on existing IEG evaluative evidence, through Just-in-Time notes upon requests from the WBG Board or Management. IEG's Learning Engagements (LE) and IFC Sector Highlights (SH) remain unchanged.

See detailed product descriptions in Annex 1 for more information.

## 2.3. Evaluations

IEG's thematic and corporate evaluations are multi-level, multi-project evaluations focusing on either a thematic area of work, or a corporate process/topic. Similarly, country program evaluations (CPEs) are multi-level, multi-project evaluations, but instead focus on the WBG's support to a client country over a specific time period. All three evaluation types rely on elaborate mixed methods designs that usually combine analyses at the overall portfolio level with in-depth analyses at country, project or other levels of analysis.

### *2.3.1. Cluster Evaluations – new product in FY26*

Cluster Evaluations are meant to be a complement to IEG's broader thematic and corporate evaluations, allowing for concrete, operational lessons on a narrow set of interventions (cluster) around specific topics. Cluster evaluations may focus on incipient, innovative or other portfolios of strategic importance to the Board and Management. Cluster Evaluations comprise field-based case studies that investigate causal mechanisms behind a group of interventions, tracing how these interventions lead to observed outcomes. The case studies feed into a larger Cluster report, which analyzes patterns and differences across multiple cases to explain what works, for whom, in what circumstances, and why.

Where appropriate, IEG will plan Cluster Evaluations on topics where a mature evaluation portfolio is yet to emerge, or targeted to interventions that cover a specific tool, instrument or subsector. The narrow scope allows for deeper, more focused analysis of a key intervention and intended outcomes compared to broader (thematic) evaluations.

IEG plans to deliver two Cluster Evaluations in FY26: Catastrophe Draw-Down Option (CAT-DDO) and IFC Climate Change. To the extent topics are identified during work program consultations, they will be listed in the work program report. Cluster Evaluations can also be identified during the course of the fiscal year, and communicated in IEG's Quarterly Reports to CODE.

### *2.3.2. Evaluation delivery FY25 and FY26*

A broad array of evaluation products was delivered in FY25, reflecting both thematic and corporate priorities (see page 11 for overview of FY25 reports and links, and Annex 3 for synopses of recent and upcoming evaluations). Key thematic and corporate evaluations focused on critical areas such as the IFC Platforms Approach, the Multiphase Programmatic Approach, Procurement Frameworks for Investment Project Financing (IPF), adaptive social protection, learning in World Bank lending, and addressing gender inequalities. Together, these evaluations provided valuable insights into institutional effectiveness and priority development challenges.

On the country front, CPEs were completed for Tanzania, Georgia, Somalia, Ethiopia, and Nepal. These country-level assessments offered in-depth analyses of strategic outcomes, operational effectiveness, and lessons learned to inform future programming.

In FY26, IEG is slated to deliver 14 major reports, including the 2025 MAR validation (delivered September 2025), and the RAP 2025 report. Topics were selected to provide inputs into issues which are closely aligned with the WBG priorities. The FCV strategy evaluation (delivered in September 2025) is being used by the FCV team in developing its new strategy. The Biodiversity evaluation (delivered July 2025), focused on conservation activities and potential biodiversity benefits in production sectors. While the WBG has set a solid foundation for biodiversity action, it must now turn commitments into measurable results. The Electricity Access evaluation will provide insights which can feed into the ongoing Mission 300 work. The evaluation on Emergency Health Preparedness/OneHealth will provide lessons to help prepare for (and help mitigate) future pandemics. The Guarantees evaluation will provide lessons to help the WBG as it expands its Unified Guarantee Platform.

At the request of CODE, IEG added evaluations on corporate priorities such as a formative evaluation of the WBG Scorecard, and parallel evaluations on the WB's Environmental and Social Framework (ESF) and the IFC Sustainability Framework (SF). As the WBG concentrates its outcome reporting on the Scorecard, IEG's evaluation provides an early assessment of the adequacy of the indicators. Furthermore, as the WBG aims to consolidate its single ESF approach, the two evaluations on experiences with the WB ESF and IFC SF will bring useful lessons.

IEG also expects to deliver CPEs for Indonesia (delivered December 2025), Ghana, Egypt, and the Democratic Republic of Congo, which are timed to arrive in advance of, and inform, the new Country Partnership Frameworks (CPFs) (see Table 3.1 on pages 16-17 for full set of deliverables).

Evaluation reports delivered in FY25, with links

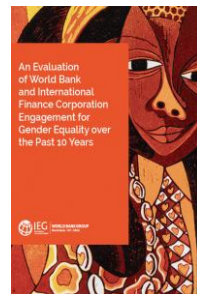
## 6 Thematic / Corporate Evaluations



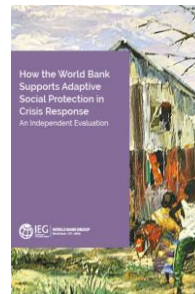
[IFC Global Platforms Approaches](#)



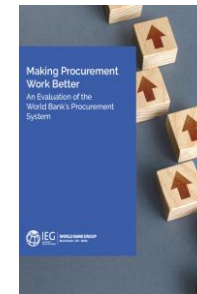
[Multiphase Programmatic Approach](#)



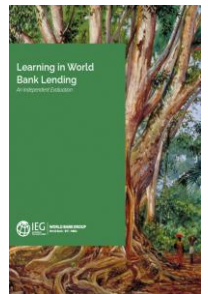
[Addressing Gender Inequalities](#)



[Adaptive Social Protection](#)

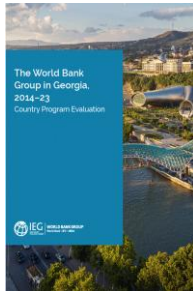


[Making Procurement Work Better](#)

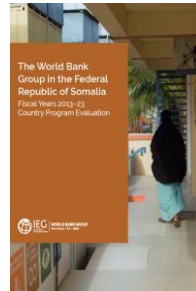


[Learning in World Bank Lending](#)

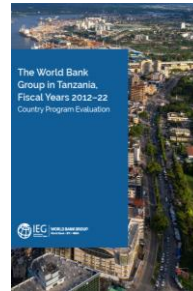
## 5 Country Program Evaluations



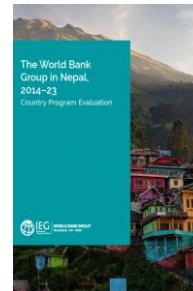
[Georgia](#)



[Somalia](#)



[Tanzania](#)



[Nepal](#)



[Ethiopia](#)

## Annual RAP report and MAR Validation



[Results and Performance \(RAP\) of the WBG 2024](#)



[Validation of the Management Action Record \(MAR\) 2024](#)

### 3. IEG FY27-29 Work Program Proposal

#### 3.1. Work Program Selection Framework and Process

The strategic focus of the WBG has shifted in the last few years from the Sustainable Development Goals (SDGs), through the Evolution Roadmap, the Global Challenge Programs (GCPs), and more recently an emphasis on the need to create more and better Jobs. Operationally, there has been a focus on greater integration and synergies through One WBG approach, improved operational efficiencies, as well as a greater outcomes focus, manifested by an emphasis on the WBG Scorecard. WBG Senior Leadership has also emphasized the importance of leveraging digital technologies and artificial intelligence (AI) to enhance development opportunities.

IEG has aligned its strategic framework with the evolving context of the WBG, reflecting the vertical themes of People, Prosperity, Planet, Infrastructure, and Digital & AI, with cross-cutting themes on Jobs, Private Capital, FCV, and Gender. To mirror the full scope of IEG’s work, the framework also comprises evaluations on corporate effectiveness issues and country program evaluations (see Figure 3.1).

Figure 3.1: IEG’s strategic framework

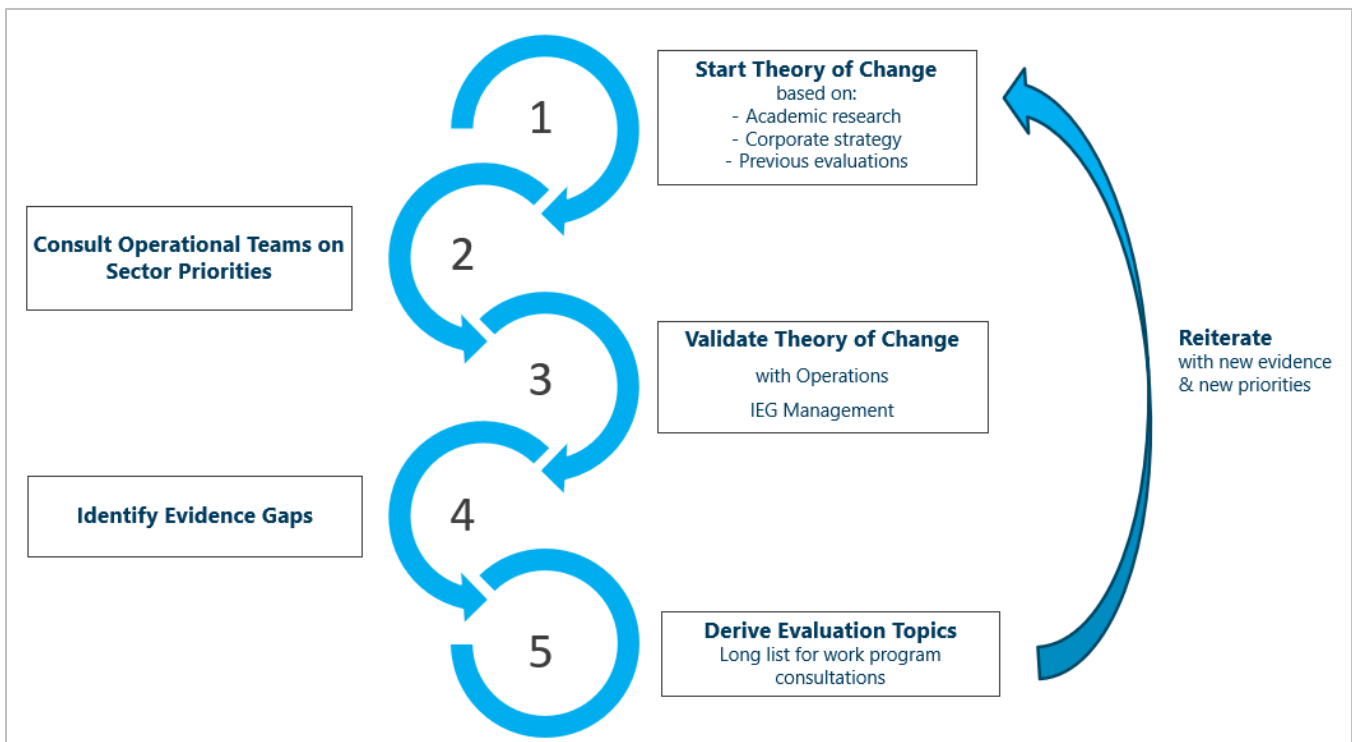


### 3.1.1. Theories of Change

IEG develops Theories of Change (ToCs) for each of the work program’s thematic streams and additional sub-streams to guide the identification of overarching evaluation questions and prioritization of evidence gaps that can be addressed through IEG’s work.

IEG has appointed Thematic Leads (TL) among its staff to lead on specific ToCs. Each TL is tasked with reviewing relevant literature, engaging with operational counterparts in the WBG, identifying existing knowledge gaps, and proposing a ToC framework to IEG’s leadership with suggestions on which evaluations to undertake and their timing. Depending on the identified evidence gaps, IEG internally considers what product is best suited to address the issue – be it a full evaluation, a synthesis of existing work, or a cluster of project evaluations on a relevant topic or theme. It is expected that this is an iterative process, and each ToC will be continually refined over the years as evaluation work is carried out and as the Board and Management identify new priorities (Figure 3.2). During the process of developing ToCs, carrying out the evidence gap mapping, and developing proposals for evaluations, Thematic Leads met with operational staff at the technical level. These discussions were invaluable inputs into the development of the proposed topics.

Figure 3.2: Typical development process for a Theory of Change



As part of the TOC process, Thematic Leads identify topics that are clear and evaluable. If broader topics emerge, IEG proposes a series of evaluations that focus on different aspects of interlinked issues, rather than one “catch-all” evaluation. Evaluations on interlinked topics may, as needed, be complemented with a “chapeau” paper to draw together the threads across the related

evaluations. Examples of interlinked evaluations in the current work program proposal include the evaluations of WB ESF and IFC Sustainability Framework (FY26), the proposed Water Resource Management evaluations (FY27 and FY29), and the proposed evaluations related to Jobs: Inclusive Employment (FY27), Support to Jobs Through Country Engagement (FY28), and Skills and Lifelong Learning (FY28).

### *3.1.2. Consultation process*

Consultations are an important component in the development of IEG's work program proposals each year. IEG consults with members of CODE, WBG management, and technical staff to refine the strategic choices about the IEG work program to ensure it is relevant and aligned with key priorities, overall resources, and with the main development challenges affecting the member countries of the WBG.

### *3.1.3. One World Bank Group*

IEG evaluations have often covered all three institutions of the WBG, complemented by specific evaluations that focus on one or two institutions only. In tandem with the institution's efforts to become One WBG, IEG will increasingly cover the full Group in all its evaluations, when feasible.

### *3.1.4. CPE selection*

Country Program Evaluations (CPEs) assess the evolution of the WBG's support to a client country over a period of about ten years, and the extent to which the WBG has adapted its support to changing circumstances, shocks, evolving country priorities, the political economy, and implementation experience. CPEs seek to draw out lessons which can inform both ongoing and future engagement with the evaluated countries but can also provide lessons to teams working on other countries.

CPEs are selected through a rigorous pipeline selection process, which combines specific criteria and close upstream engagement with Country Management Units (CMUs) to ensure CPEs are delivered at the right time in the CPF cycle; the aim is for CPEs to be completed 6-12 months prior to the next CPF, so that lessons learned can be incorporated into the following CPF.<sup>5</sup>

Given that IEG has the capacity to carry out about 4-5 CPEs each year, IEG seeks to focus on countries that: (i) have not had a CPE in the previous 10 years; (ii) represent the different regions;

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<sup>5</sup> See section 4.2. below for discussion on the country engagement reform.

(iii) provide a good mix of income levels and country characteristics (such as FCV or small-island states). The relative program size, as well as the mix of WBG projects, programs, and analytical work are also considered, in order to select countries where meaningful lessons can be drawn.

Once selected, IEG also embarks on scoping missions for very complex or large programs to ensure the CPE will address the most pertinent topics for the country program that could derive important lessons for future engagement.

### 3.2. Proposed FY27-29 Evaluation Pipeline










































**In FY27, IEG proposes to deliver 6 thematic and corporate evaluations, 5 Country Program Evaluations (CPEs), plus the annual Results and Performance (RAP) report and the Validation Report of the Management Action Record (MAR).** See Table 3.1 on pages 16-17 for the proposed FY27-29+ evaluation pipeline. As mentioned above, IEG will also deliver Cluster Evaluations as complements to broader thematic and corporate evaluations. The number of Cluster Evaluations will depend on emerging suitable topics as this new product is rolled out.

In FY28, IEG's tentative pipeline comprises 7 thematic and corporate evaluations, 4-5 CPEs, plus the RAP and MAR. The FY28 work program will be firmed up in the next round of consultations, starting in the fall of 2026. Depending on available resources, the number of thematic and corporate evaluations may change from the current tentative proposal.

The FY29-31 long list includes pertinent topics that IEG plans to address over the course of a few years. The long list is updated every year as priorities change over time.

Table 3.1: IEG FY27-29 Work Program pipeline

**Evaluations cover WBG unless otherwise stated**















Thematic Streams	FY26 (confirmed)	FY27 (ongoing or scoping)	FY28 (tentative)	FY29-31 (longlist)
 <b>People</b>	Emergency Health Preparedness /One Health		Skills and Lifelong Learning 	Last-mile Health Services Delivery 
 <b>Prosperity</b>			Energy Subsidy Reform 	<ul style="list-style-type: none"> <li>• Support to Debt Management</li> <li>• Logistics/Economic Corridors   </li> <li>• SOEs and Fiscal Impacts </li> </ul>
 <b>Planet</b>	<ul style="list-style-type: none"> <li>• Biodiversity</li> <li>• <i>IFC Climate Change CE</i></li> </ul>	<ul style="list-style-type: none"> <li>• Water Resource Management 1  </li> <li>• Food Security    </li> </ul>	Forests   	<ul style="list-style-type: none"> <li>• Water Resource Management 2  </li> <li>• Pollution  </li> </ul>
 <b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Electricity Access   </li> <li>• <i>Catastrophe-DDO CE</i>  </li> </ul>	<ul style="list-style-type: none"> <li>• Climate Resilient Transport   </li> </ul>		<ul style="list-style-type: none"> <li>• Energy Transition   </li> <li>• Modal Shift for Cleaner Transport   </li> </ul>
 <b>Digital &amp; AI</b>			Digital Public Infrastructure and Services 	Digital Connectivity and Affordability 

Green = delivered as of January 2, 2026

Icons after titles indicate (anticipated) intersecting stream(s)

*Italics = cluster evaluation*

**Evaluations cover WBG unless otherwise stated**

Cross-cutting themes	FY26 (confirmed)	FY27 (ongoing or scoping)	FY28 (tentative)	FY29-31 (longlist)
 <b>Jobs</b>		Inclusive Employment 	Support to Jobs Through Country Programs 	
 <b>Private Capital</b>	Guarantees 		IFC Equity 	Financial Intermediary Lending 
 <b>Fragility, Conflict, Violence</b>	FCV Strategy 	Operational Outcomes in FCV		
 <b>Gender</b>	Gender Implementation Note*		Care Economy 	
<b>Corporate and country focused</b>				
 <b>WBG Corporate Effectiveness</b>	<ul style="list-style-type: none"> <li>• MAR Validation 2025 and RAP 2025</li> <li>• Corporate Scorecard                             <ul style="list-style-type: none"> <li>• WB ESF </li> </ul> </li> <li>• IFC Sustainability Framework </li> </ul>	<ul style="list-style-type: none"> <li>• MAR Validation 2026 and RAP 2026</li> <li>• IDA Country Allocation System</li> </ul>	<ul style="list-style-type: none"> <li>• MAR Validation 2027 and RAP 2027</li> </ul>	<ul style="list-style-type: none"> <li>• MAR Validation 2028 and RAP 2028                             <ul style="list-style-type: none"> <li>• Country Engagement Model</li> <li>• Corporate Scorecard follow-up</li> </ul> </li> <li>• Full Mutual Reliance Framework (WB)                             <ul style="list-style-type: none"> <li>• AIMM &amp; Impact (IFC/MIGA)</li> </ul> </li> </ul>
<b>Country Program Evaluations (CPEs)</b>	<ul style="list-style-type: none"> <li>• Indonesia</li> <li>• Ghana</li> <li>• Egypt</li> <li>• D.R. Congo</li> </ul>	<ul style="list-style-type: none"> <li>• Kosovo</li> <li>• Jordan</li> <li>• Türkiye</li> <li>• Brazil</li> <li>• Jamaica</li> </ul>	4-5 per FY	4-5 per FY

Green = delivered as of January 2, 2026

Icons after titles indicate (anticipated) intersecting stream(s)

\*Synthesis note on past evaluation work to inform the implementation of the new Gender strategy.

## 4. Methods, Learning, Outreach, and Evaluation Capacity Development.

### 4.1. Methods, Quality Assurance, and Innovation

Maintaining and strengthening the quality of evaluations is critical to IEG's value proposition. The WBG Board has been very supportive in this area, by approving additional hires for FY25-FY26 to enhance evaluation quality. IEG carried out targeted recruitment, bringing on board a Senior Advisor on Methods, additional methods experts and data analysts, senior experts in climate and digital sectors, and new seasoned managers. This infusion of expertise enabled teams to more systematically integrate innovative methodologies into evaluation work, including geospatial analysis and contribution analysis.

Staff development was given significant emphasis through the IEG Methods Team and the IEG Academy's Foundations of Evaluation Design (FoED) training program, which concluded in FY26. This comprehensive two-year curriculum comprises four modules (15 sessions) on essential evaluation topics divided into two segments: i) two core consolidation modules delivered in 2024, aimed at fostering a common understanding of the principles underlying evaluation design; and ii) two advanced modules provided in 2025, focusing on specific methodologies and techniques for quantitative and qualitative data analysis. Currently, the FoED course is focused on strengthening the skills of IEG staff, as well as staff from ECG members. As more of the course's resources are made available in online formats, IEG plans to expand course offerings to trainers for evaluation capacity development (ECD), as well as possibly including it as part of the WBG Academy.

#### *4.1.1. Driving innovation through employing technology and leveraging artificial intelligence*

IEG, through its Methods Team, leads the global evaluation community's efforts in integrating advanced technologies into evaluation practices, with a particular focus on AI and geospatial analysis. These innovation activities underscore IEG's commitment to operational efficiency, responsible adoption of emerging technologies, and the ongoing enhancement of evaluation quality and impact.

IEG's Methods Team leads the formulation of IEG's AI strategy, which lays out a clear, forward-looking plan to embed artificial intelligence across evaluation, validation, and knowledge brokering in ways that enhance rigor, efficiency, and strategic value. Drawing on years of experimentation, it proposes a controlled, ethics driven scale up of AI to automate routine tasks, strengthen analytical depth, and improve the accessibility and usability of evaluative evidence. The strategy outlines how IEG will modernize workflows, build staff capabilities, strengthen data and IT foundations, and adopt robust governance

mechanisms – anchored in responsible AI principles – to ensure quality, transparency, and accountability. Ultimately, it positions IEG to become a global leader in AI-enabled evaluation, delivering more timely, relevant, and high-quality insights to inform decision making across the WBG and beyond.

The Methods Team also actively and strategically contributes to conference presentations and pre-conference workshops, delivers customized trainings, and publishes resources through blogs, podcasts, and the [IEG Methods Paper Series](#). Some recent activities include:

- **Development and launch of *ip* (IEG Portfolio Identifier):** The team developed and released *ip*, a secure, cloud-based AI application for portfolio identification, which complies with IEG and WBG standards. *ip* enables IEG staff to perform semi-automated thematic portfolio identification as a self-service. It leverages GenAI to analyze project documentation, assess thematic relevance, and justify inclusion or exclusion decisions, substantially reducing the time required for portfolio identification. Since its launch, *ip* has supported a significant portion of staff with their portfolio identification tasks and represents a foundational milestone in IEG’s multi-year project to responsibly integrate AI into evaluation workflows.
- **Scaling Geospatial Analysis Capabilities:** The Methods Team supported the use of geospatial methods in multiple evaluations, including creation of a flood detection model (Indonesia CPE, FY26), analysis of radiance and light anomalies to assess electrification (Electricity Access, FY26 upcoming), and forest cover analysis (Biodiversity, FY26). IEG regularly employs geospatial analysis in CPEs to assess relevance by examining whether the World Bank is targeting the areas, such as regions, provinces, or cities, where needs are greatest.<sup>6</sup> In addition, IEG convened a collective of geospatial practitioners across the WBG to provide recommendations on how to improve the georeferencing of WBG projects.
- **Driving GenAI Integration Across Workflows:** Custom AI applications were developed for portfolio identification, annotation, summarization, and initial piloting in ICR validations.

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<sup>6</sup> In these country evaluations, IEG proxy both the level of need and the level of support provided by the World Bank, to ascertain whether there is a correspondence between the two. The level of need is assessed by disaggregating macro variables (such as GDP per capita), sector-specific variables (to proxy the level of need in terms of access to basic services such as education, health, transportation, energy), and imagery data (such as nighttime lights data, to proxy the level of access to electricity access). The level of support is determined by mapping the number of World Bank (and other development partners) project sites across the same spatial and temporal disaggregation. The analysis relies on building a customized dataset using multiple variables with geocoded data. These data are typically derived from a variety of sources, including geocoded survey data and official statistics, publicly available gridded datasets, and remote sensing data.

- **Showcasing and Knowledge Sharing:** The Methods Team actively shared insights from GenAI experiments at prominent forums such as the ECG Spring Meetings in Rome, and participated in the GeoField workshop on integrating Earth Observation (EO) data (satellite imagery, drones) with impact evaluations. The team also presented and facilitated group discussions on geospatial AI at the Geo4Impact 2025 conference, hosted by the Agence française de développement (AFD). This [blog post](#) provides further details on how IEG’s Methods Team experiments with AI in evaluation practice, in reference to a [guidance note](#) developed by IEG and colleagues in the International Fund for Agricultural Development (IFAD).

## 4.2. Improving and Reforming Self-Evaluation Systems Within the WBG

IEG works closely with WBG Management and peer MDBs to streamline and automate self-evaluation and validation processes, to ensure self-evaluation systems are fit-for-purpose.

- **ICR/R reform:** For IBRD/IDA Investment Project Financing (IPF), IEG and OPCS have developed a new framework for ICRs and IEG’s validations (ICRR), that will enhance effectiveness and efficiency. The efforts aim to reduce the burden on task teams and to promote better use of lessons and knowledge contained in these reports. A new, modular report template allows content to be automatically populated from relevant documents. The ICR and ICRR will both be accessible in one integrated IT system, which ensures validation comments can be made directly in the ICR to reduce repetition. The new ICR/R will be launched in 2026.

Similar modular formats will be applied also to ICR/Rs for Development Project Financing (DPF) and Program for Results (PforR) – collaboration between IEG and OPCS is ongoing on these instruments.

- **XPSR reform:** The reform on IFC’s XPSR is motivated by the introduction of the Anticipated Impact Measurement and Monitoring (AIMM) in 2017, an internal IEG microproduct review in 2020, and the 2022 external review of IEG which called for alignment of XPSR and AIMM, higher learning value from XPSR, increased coverage (enhanced accountability) and strong ownership from IFC of the project self-evaluation framework. The overall reform is led by IFC, with strong collaboration from IEG.

A first step in this process was to develop the Electronic Validation and Learning System (e-VAL), which standardizes workflow, increases process and communication efficiency, and facilitates quicker access to accurate data. eVAL is

now operational for both XPSRs and Project Completion Reports (PCR – self evaluations of IFC Advisory Services).

Additional reform changes will include the creation of two products to replace the current XPSR: a **Self-Evaluation Product (SEP)** and a **Learning Product (LP)**:

The **Self-Evaluation Product** will cover 100% of mature projects that reached AIMM terminal year (around 300 projects per year). SEP will be an automated and streamlined product, taking advantage of existing ratings, information, and analysis in three different IFC systems (AIMM, credit system, and SRT environmental and social), and complemented by concise narratives. SEP will include IEG validation – in practice this means an increased validation coverage from about 80 per year to 300 per year.

The **Learning Product** will include IFC's own learning product (LP1) and IEG's learning product (LP2), which are in-depth project evaluations. Topics for the learning products (estimated at 20-30 annually) will be defined annually, based on the learning needs and strategic priorities identified by IFC and IEG. It is expected that learning products will use a broad range of methods, including field visits and client interviews.

- **Country Engagement Reform:** As part of the new Country Engagement model, IEG and OPCS continue to work together on:
  - New guidelines and templates for the Completion and Learning Review (CLR) which remains a key tool to assess results and learn lessons from the WBG's engagement encapsulated in the new 5-page Country Partnership Framework (CPF).
  - Content of the Annual Business Planning Processes which will place stronger emphasis on the intervention logic needed for contributing to the CPF Outcomes and the suitability of the choice of indicators, including revisions to the Results Framework.
  - Other areas of cooperation include the new CPF guidelines that provide staff guidance on how to develop strong CPF Results Frameworks based on Theory of Changes to establish evidence-based links between WBG programs, CPF Outcomes and Scorecard outcome areas / indicators at the CPF stage and joint OPCS-IEG CPF and CLR training and learning events for staff. IEG has also provided comments to OPCS on an AI-powered dashboard which will enable real-time updates on progress towards achieving outcomes.
- **Evaluation harmonization within the global evaluation community:** IEG works with the 11 members of the ECG to harmonize evaluation work among multilateral

development banks. This is done through common initiatives to strengthen the use of evaluations; provide a global forum to share lessons; develop harmonized performance indicators, evaluation methodologies and approaches; and build evaluation capacity. The ECG meets biannually, with working groups working throughout the year on specific topics; IEG leads the working groups on Evaluation Knowledge Management, ECG Data and Innovation, ECG Academy, Additionality, and Good Practice Standards update. Other working groups include Real-time, Rapid, and Early-Stage Evaluations, and ECG Climate Platform.

To promote evaluation harmonization among MDBs, the ECG has developed and uses Good Practice Standards (GPS)<sup>7</sup> and benchmarking studies to assess the extent to which the GPS are applied by its members. The [Big Book on Evaluation Good Practice Standards](#) (“the Big Book”), produced by the ECG in 2012, covers the independent evaluation principles and standards by evaluation category (that is, public and private sector operations), and country programs, as well as key standards for MDB self-evaluation. The update of the Big Book of standards has three key objectives: i) establishing evaluative benchmarks and reinforce the ECG’s role as a leader in setting standards, thereby shaping evaluation policies and practices across member institutions; ii) promoting a unified language and shared framework for evaluation within the ECG community, supporting the harmonization of evaluation methodologies, and; iii) providing a point of reference for communication and engagement between ECG members and the Management and Boards of their respective organizations. Importantly, the revised standards will incorporate current evaluation methods and address emerging challenges, including shifts in the global context and institutional MDB and IFI landscapes, as well as advancements in technology such as the responsible integration of artificial intelligence in evaluation processes.

- **Full Mutual Reliance Frameworks:** IEG is involved in the establishment of full mutual reliance frameworks between the WBG and several peer institutions:
  - **Asian Development Bank:** Full mutual reliance framework agreed and operational in FY25.
  - **European Bank for Reconstruction and Development:** Partial mutual reliance framework agreed on private sector operations.

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<sup>7</sup> The GPS cover: Country Strategy and Programme Evaluation; Policy-Based Lending Operations; Evaluation of Private Sector Operations; Evaluation of Public Sector Operations Evaluation; Review Framework for the Evaluation Function (Peer Reviews); and, Technical Assistance/Cooperation Evaluation.

- **Inter-American Development Bank:** IEG and IDB have completed an initial mapping of guidelines. Discussions ongoing on harmonizing public and private sector project rating systems, and on DPF and PforR instruments.

### 4.3. Enhancing Engagement and Learning

IEG is a critical knowledge producer and provider for both the WBG and the global development community.

**Within the WBG,** IEG prioritizes engagement with WBG Operations Staff and Management via ongoing co-sponsored learning events with Regions, Verticals, GPs, and OPCS. Collaboration with WBG units helps translate IEG findings and lessons into operationally relevant actions. For example, IEG has had numerous seminars with WBG leadership and practitioners following IEG's evaluation on IPF Procurement. Similarly, following the evaluation of the WBG Gender Strategy, IEG developed an implementation note which pulls together implementation lessons from past evaluation work to inform the implementation of the new strategy. The note is used as a core input to IEG's engagements with the WBG Gender team.

IEG is also working closely with the WBG's Knowledge and Learning Director to support WBG and client learning from evaluation, which includes developing the AI-powered [Lessons Explorer](#) tool that extracts and synthesizes IEG lessons from validations of World Bank projects for operations teams to use in project design and implementation.

**In its engagement with the global development community,** IEG takes a role as a leader in evaluation knowledge dissemination. With more than 50 years of experience and detailed data at the project level, IEG has a wealth of information which it actively mines and makes available for researchers. IEG is regularly investing in new technological approaches and methodology, and is frequently asked to provide seminars or courses to demonstrate these new approaches. Moreover, as mentioned above, through several ECG working groups, IEG contributes to harmonizing evaluation work among MDBs, providing a global forum to share evaluation lessons, and building evaluation capacity.

See Annex 4 for examples of IEG's engagement with WBG counterparts and with the global development community.

## 4.4. Evaluation Capacity Development

The Global Evaluation Initiative (GEI) is IEG's multi-donor trust fund program for Evaluation Capacity Development.

Established in 2020, the first phase concluded in FY25 with over 20,000 individuals trained, more than 1.3 million reached online, and 34 country systems supported. GEI's first 5-year phase was completed and independently evaluated in FY25, with key findings and recommendations presented to the GEI Partnership Council in FY26.

Key for FY26 is the launch of the "GEI 2.0" strategy, which is anchored in two overarching priorities: 1) sharpening GEI's comparative advantage, and 2) strengthening its business model and financial sustainability.

The first is operationalized through four focus areas:

**1) Convening, brokering and providing knowledge as a global public good on evaluation and M&E systems and practices:** GEI will create, curate, synthesize, and share practical, high-quality guidance so practitioners and policymakers can find, adapt, and apply approaches to their specific needs.

**2) Establishing a network of excellence in M&E training and professional development:** GEI will integrate the training offerings (e.g., IPDET and the CLEAR centers) into a unified, network-wide training strategy with defined quality standards, modern pedagogy, and regionally and locally tailored delivery. This

### Key findings from the evaluation of GEI:

- GEI's mission, objectives and systems approach to strengthening national M&E systems were affirmed.
- GEI contributed to refocusing the CLEAR centers' strategy toward a more relevant approach for strengthening national M&E system capacities.
- Substantial outcomes were identified at the country level, including influence on national/subnational policies, improved stakeholder skills, increased interest in evaluation, and enhanced recognition of CLEAR expertise.

The evaluation identified **key opportunities for improvement**, including:

- GEI should sharpen its focus on its niche and comparative advantages while fostering stronger collaboration within the network.
- Create a unified training approach that combines the strengths of IPDET and the CLEAR centers.
- Develop a sustainable business model by identifying alternative funding sources to offset expected reductions in the Trust Fund.
- Revise the governance setup to increase representation of target groups in decision-making.

strategy will link learning directly to country M&E systems strengthening and governance agendas.

- 3) Catalyzing selective and sustained country-level engagements through the CLEAR centers:** GEI will support implementing partners in delivering tailored packages (diagnostics, policy and planning support, training, and other technical advisory services) aligned with country priorities and windows of opportunity. GEI will prioritize strengthening enabling conditions, including legislation, policies, and institutional norms, and sustained engagement with selected partners, recognizing that both contribute to building resilient national M&E systems.
- 4) Building strategic partnerships that leverage GEI's unique position within the World Bank Group:** GEI will use its convening platforms, relationships and unique position within the WBG to identify synergies and opportunities for collaboration while reducing duplication of efforts.

The second overarching priority consists of two main components: strengthening the business model and financial sustainability. With respect to the business model, grant-making to CLEAR centers will be refined to deliver more structured packages of support aligned with country priorities and GEI's theory of change. To enhance financial sustainability, GEI will pivot towards a hybrid funding model that combines trust fund resources with other revenue to support programming. Central to this will be exploring project-based funding, building on experiences from the first phase. Partnerships with various WBG operational units may also open up new country funding opportunities.

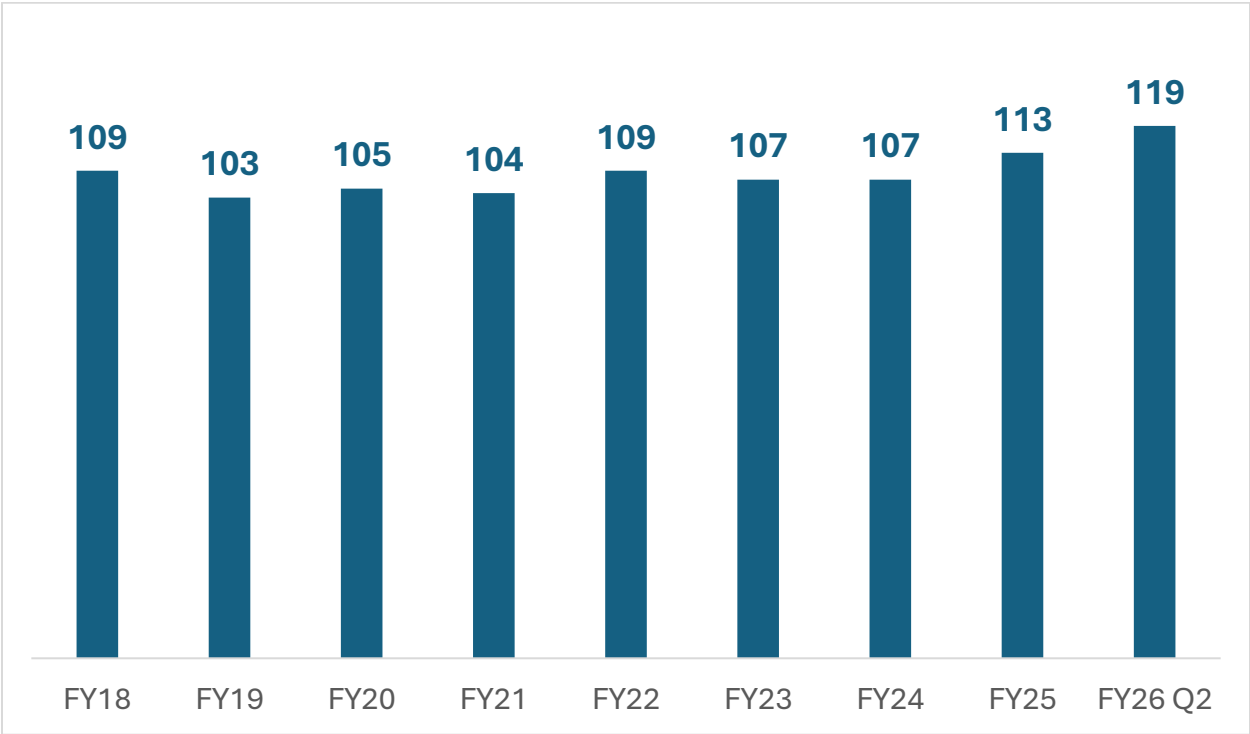
Enhancements to GEI's governance setup include the establishment of an 'ECD Recipients Consultation Group' consisting of government counterparts in GEI-supported countries and integration of a contribution analysis approach into GEI's routine M&E.

# 5. Human Resources and Budget

## 5.1. Human Resources

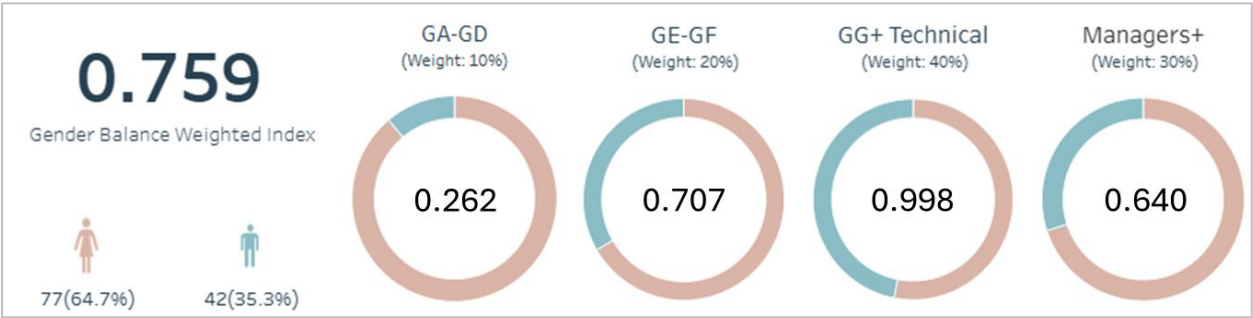
As approved in the FY25 and FY26 work program and budget requests, IEG recruited additional staff with specific expertise in methods, digital technology, and climate. In addition, to keep up with new technologies, and given the highly competitive market for data scientists, IEG also hired additional data scientists and analysts, while reducing the reliance on STCs and ETCs in those areas. Although IEG has increased its staff headcount by 12 since FY24, it has decreased its ETCs by 2 and its Full-time equivalent (FTE) STCs by 15 during the same period, or a net reduction of 5 FTE staff. This is in line with the WBG’s approach to regularize positions when possible and decreasing reliance on STCs. Note, however, that the use of STCs are central to IEG’s business model, as the topics for its major evaluations change each year, and it is more efficient to hire subject matter experts as needed for a specific evaluation (e.g., mining or electricity expert) rather than hiring full-time staff with highly specialized knowledge which will not be needed on a recurrent basis.

Figure 5.1: IEG staff count (FY18-FY26 Q2)



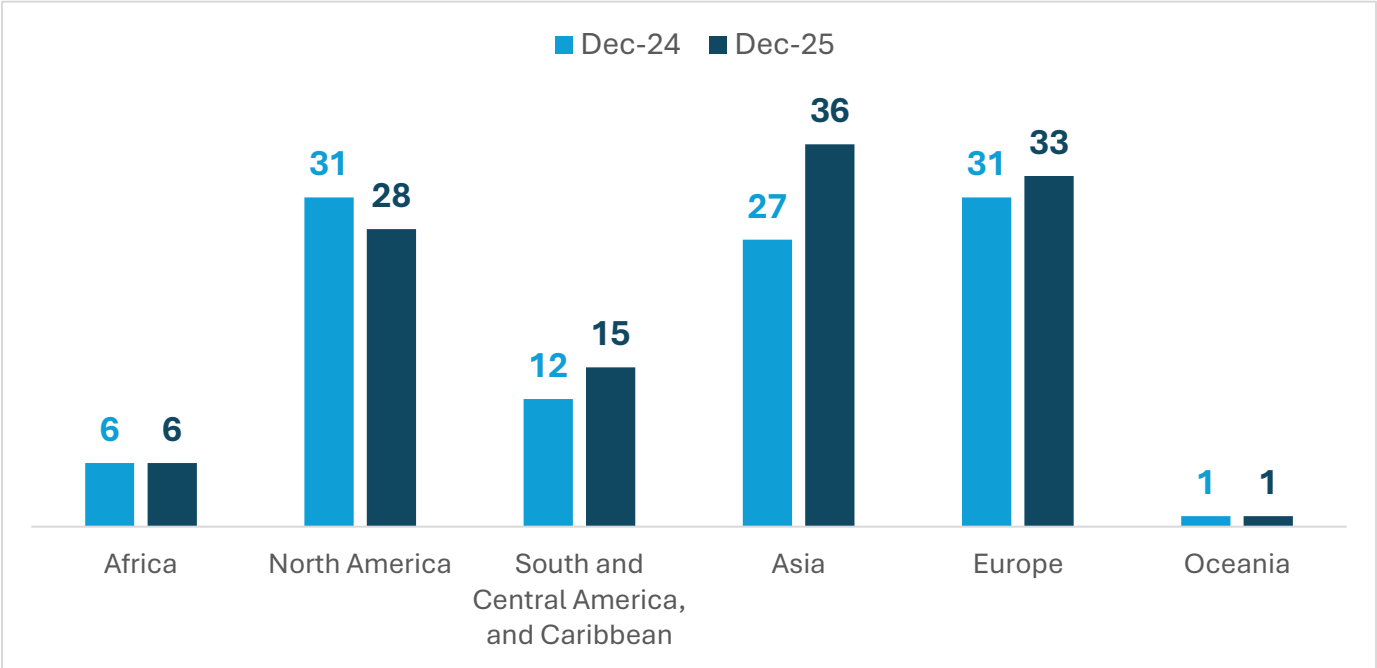
IEG has been working steadily to improve its diversity. IEG’s gender index continues to skew towards higher female representation across all grades. IEG’s nationality diversity is still heavily weighted toward Europe and the Americas. However, IEG is working actively to build a pipeline of more diverse evaluators. IEG has sponsored several secondments from other multilateral and bilateral agencies and has created ETC positions specifically targeted at recruiting underrepresented nationalities, and providing these staff training in evaluation techniques, in the hopes of building a more diverse pipeline of evaluators.

Figure 5.2: WBG gender data dashboard ([genderdb/](#), December, 2025), active staff only (excludes special appointments, AMC direct hires, and consultants)



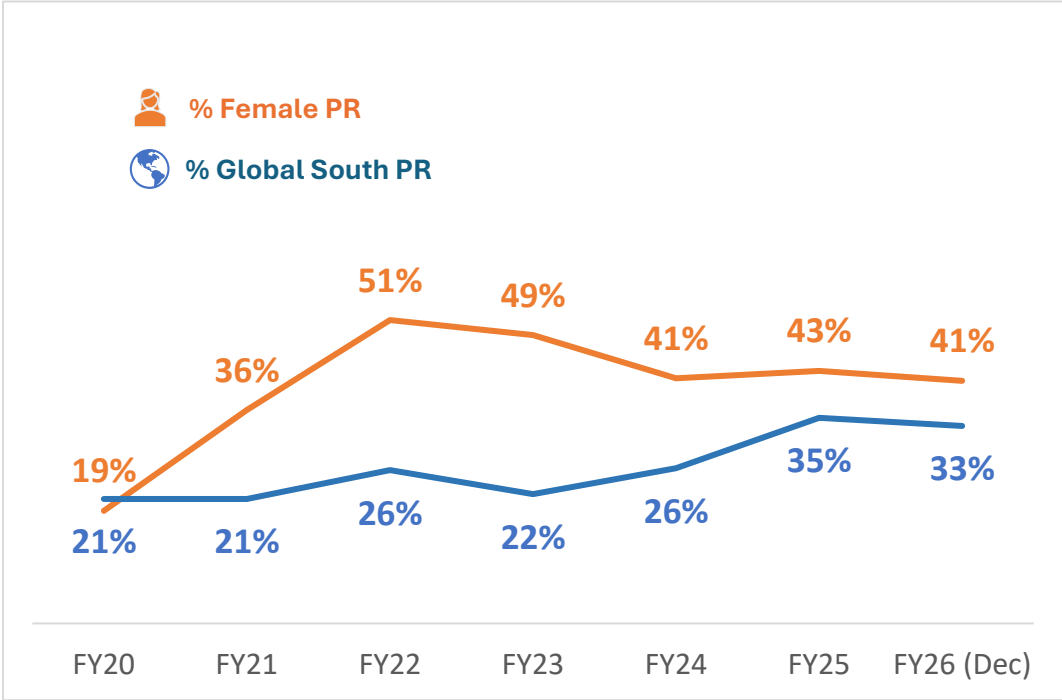
Note: an index of 1 indicates gender parity.

Figure 5.3: IEG staff nationality grouping (December 2024 and 2025)



As advised by the IEG External Review, IEG has actively sought out a more diverse range of peer reviewers. In FY20, only 19% of peer reviewers were women and 21% were from the “global south.” In more recent years, women have represented more than 40% of peer reviewers, and reviewers from the global south have represented about a third of peer reviewers.

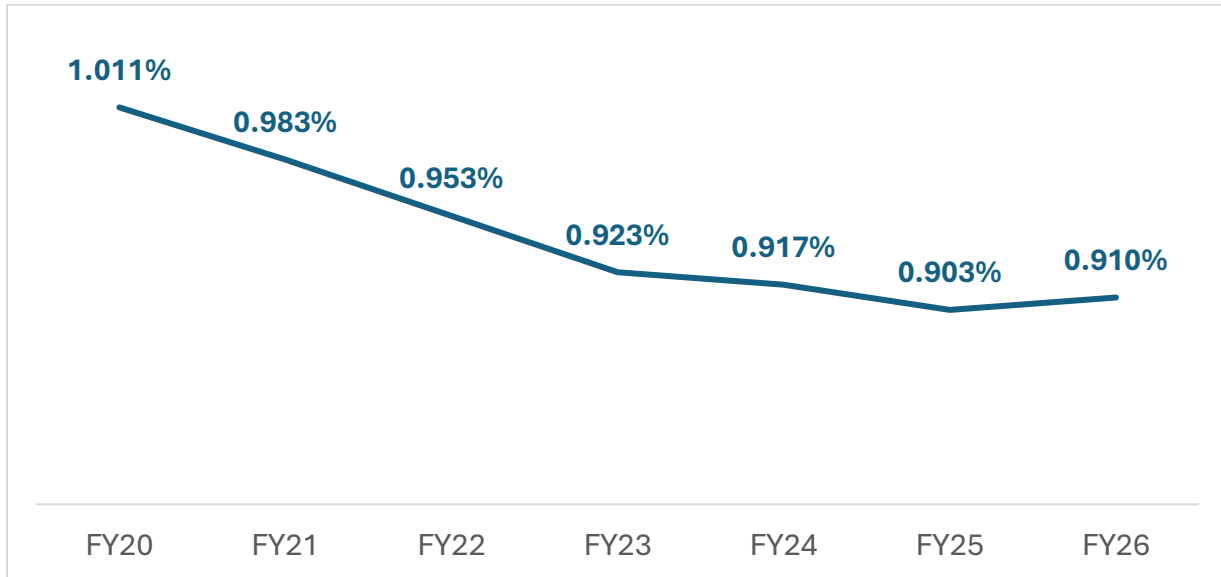
Figure 5.4: IEG peer reviewers trend – female PRs and global south PRs (as shares of all)



### 5.2. IEG Budget Management

IEG is very careful with its budget management. IEG has underrun its budget by an average of less than 1% each of the last three years, even as IEG’s budget as a share of the WBG’s administrative budget has decreased over the last 8 fiscal years (see Figure 5.5 for three-year running averages). If IEG had remained at 1.01% of WBG budget, its FY26 budget would have been more than \$51 million, and its FY27 budget would be over \$54 million.

Figure 5.5: IEG budget as share of WBG administrative budget, FY20-26  
(3-year moving average)



### 5.3. Budget Request for FY27

In FY25, IEG had indicated that it would request a \$2.9 million real budget increase over two years (FY26-27) to: i) augment IEG capacity in evaluation methodology, digital technology, data science, and artificial intelligence (AI); ii) support the ownership of self-evaluation practices in IFC/MIGA, expand validation coverage, and expand One WBG coverage in evaluations, and iii) scale up investment in partnerships to increase evaluation capacity in developing countries. The funds were frontloaded, and \$1.7 million was allocated for FY26, and \$1.2 million in FY27. As laid out in the budget request approved in FY25, IEG deployed the approved \$1.7 million in FY26 as follows:

- Staffing:** IEG hired 3 data scientists and 5 analysts, to strengthen methods and quality control, as well as invest in AI, geospatial and other data science methods. The total cost was approximately \$1.75 million of which \$1.2 million came from new funding; additional funds came from the cancellation of obsolete software licenses, and a reduction of STCs in this area. A Senior Advisor for Methods was hired, through upgrading of an existing GH position; the upgrade cost was covered through elimination of one A2D position.
- Reform of WBG self-evaluation systems:** In FY26, IEG worked with OPCS to revise and simplify ICRs and ICRRs. The new format for IPFs has been piloted, with similar changes envisioned for DPFs and PforRs. To date, over \$300,000 has been invested in this effort. Additional work will continue in FY27 and FY28.

- **Evaluation Capacity Development:** The Global Evaluation Initiative has invested \$200,000 in evaluation capacity development, including on i) strengthening the capacity of GEI’s implementing partners including the Centers for Learning on Evaluation and Results (CLEAR Centers); ii) enhancing the GEI knowledge platform by adding new content such as evaluation design, methodology, new publications, and information on national M&E systems; and iii) the design and delivery of new training courses.

**For FY27, IEG confirms a budget request of \$50.0 million.** This represents the BPS price factor of 2.7% and real increase of \$1.2 million over the FY26 budget, as agreed with CODE and the Budget Committee in January 2025. The requested increase is intended to address critical needs in scaling up validation activities, advancing results-oriented reforms, and expanding capacity development initiatives.

Of the \$1.2 million increase, the funding is earmarked specifically for FY27 to support three priority areas:

- **Self-Evaluation Reform and Validation:** \$1,000,000 will be directed to scaling up the validation of self-evaluation reports. This is an increase from the projected amount proposed in the FY25 budget. Most of this budget will be allocated for the validation of IFC operations. As discussed in section 4.2, the XPSR reform will result in increased self-evaluation and validation coverage from 40% to 100% of projects, aligning with the current 100% coverage of WB projects; validations are expected to rise from the current rate of approximately 80 per fiscal year to an estimated 300 by FY28 (with the increase spread over FY27-28), or a 275% increase. IEG will also continue expanded work on other validation products, including reforms to the CLRV and ICRR processes. These reforms aim to strengthen the results orientation of evaluations and harmonize frameworks with other MDBs. IEG will also be validating an increasing number of MIGA evaluation, reflecting MIGA’s work on clearing a backlog of about 160 projects in the next two years, and then a higher “steady state” level of MIGA projects, as the guarantees are expanded. Depending on the pace of the increase of the number of self-evaluations and validations, the expected budget impact based on current unit costs, is estimated at around \$3 million over the next two years. However, IEG has been working actively with WBG management to streamline the process of ICR validations and develop IFC’s new SEP product to replace XPSRs; with this streamlining and increased use of automation, IEG is working deliberately to lower unit costs. Hence, IEG is requesting \$1 million to help cover the cost of the increased number of validations and will

seek to cover the rest of the funding gap through the lower unit costs and other savings.

- **Methods, Data Science and Innovation:** \$100,000 would be allocated to continue expansion of IEG’s work on data science, including the continued testing and use of AI tools and platforms, as well as development and rollout of courses on evaluation methodology (including on how to deploy AI in portfolio identification and analysis), which is expected to contribute to overall cost savings in validation and evaluation work.
- **Evaluation Capacity Development:** \$100,000 to expand GEI’s work capacity in borrower countries, including leveraging and collaborating with the WBG Knowledge team to train staff in project implementation units, and government evaluators. GEI will also work to increase course offerings delivered at local knowledge hubs. The allocated amount has been decreased from previous estimate of \$500,000, as more funds are being directed to the self-evaluation reform discussed above.

In summary, the proposed budget increase is essential to ensure IEG can deliver on its expanded validation mandate, implement reforms to self-evaluation systems, and deepen its support for evaluation capacity development at both the country and institutional levels. Although the estimates for carrying out the work (especially the work on self-evaluation reform and validations) exceeds the originally planned \$1.2 million, IEG will redeploy resources, and cut unit costs, so as not to exceed the previously confirmed budget request.

*Table 5.1: IEG budget, WBG Institution BB contributions, FY23-29*

<i>(in nominal dollars)</i>	FY23 Budget \$'m	FY24 Budget \$'m	FY25 Budget \$'m	FY26 Plan \$'m	FY27* Proposed \$'m	FY28** Indicative \$'m	FY29** Indicative \$'m
WB	30.5	31.7	34.2	36.4	38.5	39.8	40.7
IFC	8.5	8.8	9.5	10.1	10.6	11.0	11.2
MIGA	0.7	0.8	0.8	0.9	0.9	1.0	1.0
<b>Total IEG</b>	<b>39.6</b>	<b>41.3</b>	<b>44.5</b>	<b>47.4</b>	<b>50.0</b>	<b>51.7</b>	<b>52.9</b>

**Contribution as % of IEG Funding (incl. in-kind space contribution by IBRD)**

WB	73%	78%	78%	78%	78%	78%	78%
IFC	20%	20%	20%	20%	20%	20%	20%
MIGA	2%	2%	2%	2%	2%	2%	2%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

\*The price factors applied are as follows: 2.7% for FY27, 2.4% for FY28, and 2.2% to FY29 as per guidance of WBP.

Note: Includes FY26 base budget clawback due to centralization of GCS real estate portfolio. In addition to the budget contribution, IBRD provides IEG with in-kind space allocation estimated at about \$1.8M in FY21\$ and inflated using Budget Document price factors.

Table 5.2: IEG summary of uses as % of spend against budget (BB only), FY23-29

	FY23 Actuals	FY24 Actuals	FY25 Actuals	FY26 Plan	FY27 Proposed	FY28 Indicative	FY29 Indicative
Evaluations	22	20	21	22	21	21	21
Synthesis Products	2	1	0	1	1	1	1
RAP/MAR	2	2	2	3	2	2	2
Country Program Evaluations	4	7	7	7	7	7	7
<b>Major Work Program Sub-Total</b>	<b>30</b>	<b>29</b>	<b>30</b>	<b>33</b>	<b>31</b>	<b>31</b>	<b>31</b>
Validation Tasks	16	17	19	17	20	20	20
Learning and Knowledge Services	8	9	9	9	9	9	9
Learning Engagements	0	0	0	1	1	1	1
ECD/GEI	10	5	8	6	6	6	6
Methods Advisory Function	2	3	3	4	4	4	4
Other Process Tasks	6	5	5	4	4	4	4
<b>Work Program Total</b>	<b>72</b>	<b>69</b>	<b>73</b>	<b>74</b>	<b>75</b>	<b>75</b>	<b>75</b>
Learning	3	4	6	3	3	3	3
Sustaining	16	17	18	19	19	19	19
Indirect Costs	9	9	3	4	3	3	3
<b>Total All</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

Table 5.3: IEG expenditure trends by expense category (BB Only), FY23-29

<i>(in nominal dollars)</i>	FY23 Actuals \$'m	FY24 Actuals \$'m	FY25 Actual \$'m	FY26 Plan \$'m	FY27 Proposed \$'m	FY28 Indicative \$'m	FY29 Indicative \$'m
<b>Fixed Costs</b>							
Staff Salaries	17.0	17.9	18.4	21.3	22.5	23.3	23.8
Staff Benefits	11.8	12.2	12.9	14.9	15.7	16.3	16.7
Communications and IT	0.6	0.7	0.7	0.7	0.8	0.8	0.8
Equipment and Buildings	0.2	0.2	0.2	0.2	0.2	0.2	0.2
<b>Total Fixed Costs</b>	<b>29.6</b>	<b>31.1</b>	<b>32.2</b>	<b>37.1</b>	<b>39.2</b>	<b>40.7</b>	<b>41.5</b>
<b>Variable Costs</b>							
ETC/T	1.0	0.9	1.0	1.0	1.1	1.2	1.2
Consultants and Temps	7.7	7.6	8.6	7.1	7.2	7.4	7.5
Travel Costs	0.7	1.1	1.1	1.5	1.5	1.6	1.7
Contractual Services	0.5	0.8	0.9	0.7	0.7	0.7	0.7
Representation and Hospitality	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Expenses	0.2	0.2	0.2	0.2	0.2	0.2	0.2
<b>Total Variable Costs</b>	<b>10.1</b>	<b>10.6</b>	<b>11.8</b>	<b>10.6</b>	<b>10.8</b>	<b>11.0</b>	<b>11.4</b>
<b>Total Expenses</b>	<b>39.7</b>	<b>41.7</b>	<b>43.9</b>	<b>47.6</b>	<b>50.0</b>	<b>51.7</b>	<b>52.9</b>

## Annex 1: IEG Product Descriptions

### *Thematic and Corporate Evaluations*

IEG conducts major evaluations to assess the WBG's performance and identify lessons for improving WBG operations across projects with regard to a particular theme, sector or corporate process. These are multi-level, multi-project evaluations which rely on elaborate mixed methods designs that usually combine synthetic analyses at the overall portfolio level with in-depth analyses at country, project or other levels of analysis. Within the framework of major evaluations, IEG employs a range of methodological approaches including, *inter alia*, portfolio analyses, structured literature reviews, econometric analysis, geospatial analysis, process tracing, surveys, Delphi panels, and case study analyses. Data sources include internal (WBG and IEG) data, external data sets, internal and external (to the WBG) documentation, and interviews with different groups of stakeholders. Evaluation design, including (e.g.) issues of scope, delimitation, sampling and other data collection and analysis issues are discussed in (peer reviewed) approach papers. Major evaluations undergo extensive internal quality assurance reviews, and external peer reviewers are engaged to review and comments both at the concept stage and before finalization of the evaluation report. In addition, WBG Management teams are invited to review draft concept notes and draft reports before finalization.

### *Country Program Evaluations*

IEG's Country Program Evaluations (CPEs) assess the evolution of the Bank's support to a client country over a period of about ten years, and the extent to which the Bank Group has adapted its support to changing circumstances, shocks, evolving country priorities, and learning from experience. CPEs involve dynamic assessments and higher-level strategic questions relevant to each country, to enhance the operational relevance and strengthen IEG's ability to draw meaningful lessons to inform future country engagements. CPEs employ similar methods as IEG's major evaluations.

### *Cluster Evaluations*

Cluster Evaluations (launched in FY26 to replace IEG's PPAR product) are a type of thematic evaluation with a more focused evaluand that covers a relatively small portfolio of projects. Cluster evaluations may focus on incipient, innovative or other portfolios of strategic importance to the Board and Management. The evaluation design can be developed around a common program theory across similar interventions in a cluster, or cover different types of projects in a cluster. Cluster Evaluations comprise field-based case

studies that investigate causal mechanisms behind a group of interventions, tracing how these interventions lead to observed outcomes. The case studies feed into a larger Cluster report, which analyzes patterns and differences across multiple cases to explain what works, for whom, in what circumstances, and why. Moreover, the comparative approach across similar interventions in different contexts enhances the generalizability of findings, allowing the analysis to speak on the relevance and effectiveness of types of interventions. It is envisioned that findings from Cluster Evaluations can usefully help operational teams understand the key factors behind successes or failures, enabling them to adapt their strategies based on these context-specific lessons.

### *Project level evaluation and validation products*

#### **Implementation Completion and Results Report Review (IBRD/IDA)**

To assess the Bank's performance and identify lessons for improving Bank operations at project level, IEG undertakes a validation process for 100% of the World Bank's Implementation Completion and Results Reports. The IEG Implementation Completion and Results Report Review (ICRR) is an independent, desk-based, critical validation of the evidence, content, narrative and ratings included in the World Bank's Implementation Completion and Results Reports (ICR). The review is conducted within 180 days of the submission of the World Bank's self-evaluation Implementation Completion and Results Report to IEG. Based on the evidence provided in the ICR and an interview with the last task team leader, IEG arrives at its own ratings for the project, based on the same evaluation criteria used by the World Bank project teams. IEG's ICRRs serve as an independent validation of the results in the ICR and contribute to both learning and accountability.

#### **Completion and Learning Review Validation (IBRD/IDA)**

At completion of each Country Partnership Framework (CPF), the WBG team prepares a Completion and Learning Review (CLR). The CLR is a critical input in the design and implementation of the next CPF. IEG conducts a desk-based review of the CLR and provides an independent validation and rating of the CLR. IEG's submits the CLR to the Board in time for its discussion of the new CPF. In producing a CLR Validation (CLRv), IEG uses a shared methodology with WBG. It involves looking at what was achieved in terms of the stated objectives, how well the WBG designed and implemented the program, and the alignment with the WBG corporate strategy. IEG's validation of the CLR provides an independent rating on two key dimensions: the CPF's development outcomes and WBG's performance.

#### **Expanded Project Supervision Report Evaluative Note (IFC)**

An Expanded Project Supervision Report (XPSR) is a self-evaluation document of IFC Investment Operations at the project level. Every year, XPSRs are prepared for a representative random sample of 40% of mature projects typically five-years old, selected by IEG. An XPSR assesses and provides ratings for a project's emerging development outcome (based on business performance, economic sustainability, environmental and social effects, and private sector development), IFC's investment performance, IFC's work quality, and additionality. IFC's investment staff complete the self-evaluation based on IFC and IEG joint XPSR guidelines. The self-evaluation typically includes a field visit to the client. IEG in turn validates the XPSR findings and lessons and independently rates development results summarized in an Evaluative Note (XPSR EvNote). The validation process involves in-depth desk reviews of all the relevant project documentation and external or independent sources of information. Where appropriate, for a small number of projects, IEG may supplement the desk-based validation with a field visit to observe the results on the ground and interview the project's clients and stakeholders in person. Some of the selected projects may be closed (loan repaid or equity sold); in such cases IEG prepares an independent Project Evaluation Summary (PES) instead of an XPSR. The PES evaluation methodology, rating framework and benchmarks are identical to those for an XPSR.

#### **Project Completion Report Evaluative Note (IFC)**

Project Completion Reports (PCR) are self-evaluations of IFC's Advisory Services projects. A PCR assesses and rates a project's Development Effectiveness, IFC's Work Quality and IFC's Role and Contribution. The PCR also includes lessons learned. The self-evaluations are prepared by the IFC's advisory project teams for 100% of projects, following the evaluation framework outlined in the jointly (IFC and IEG) developed PCR Guidelines. Every year IEG selects and validates a sample (50-60%) of the PCRs completed in the previous fiscal year. For all selected projects, IEG records IEG's independent assessment of the project development results and IFC's work quality and lessons, based on the same PCR guidelines, and produces an Evaluative Note (PCR EvNote). The validation process involves in-depth desk reviews of all project documentation and external or independent sources of information, based on the same PCR guidelines. IEG may selectively supplement the desk-based validation with a field visit for a small number of projects to observe the results on the ground and interview the project's clients and stakeholders in person.

#### **Project Evaluation Report Validation Note (MIGA)**

A Project Evaluation Report (PER) is a self-evaluation document of MIGA Guarantee Operations at the project level. PERs are prepared by MIGA staff for 100% of mature projects (five-year old) and typically involve a field visit. A PER assesses and provides ratings for a project's emerging development results (based on business performance,

economic sustainability, environmental and social effects, and foreign investment effects) as well as MIGA's effectiveness (MIGA's strategic relevance, role and contribution, and work quality). MIGA's staff complete the self-evaluation based on PER guidelines jointly developed by MIGA and IEG. IEG validates 100% of PERs, their findings and lessons, and independently rates development results summarized in a Validation Note (PER ValNote), based on the same PER guidelines. The validation process involves in-depth desk reviews of all the relevant project documentation and external or independent sources of information. IEG may selectively supplement the desk-based validation with a field visit to observe the results on the ground and interview the project's clients and stakeholders in person.

*Other products – use of existing evaluative evidence to generate insights, learning, and inform decisions*

### **Learning Engagements**

IEG's Learning Engagements (LE) are collaborative initiatives between IEG and WBG staff designed to maximize learning from existing evidence on a well-defined operational issue. They allow for early course correction by identifying and filling knowledge gaps. LEs are initiated throughout the year, based on demand; strategically important engagements may be planned to respond to specific requests from WBG Management and the Board. LE outputs come in different formats and are not publicly disclosed.

### **Just-in-Time Notes**



















Just in Time Notes (JIT) are short (generally 3-7 pages) notes on a very targeted subject, meant to inform specific decisions or discussions. The notes allow IEG to quickly summarize existing evaluative evidence at the request of the Board, including past findings and recommendations. They do not collect or generate new evidence, analysis, findings and recommendations, and as such do not undergo review by WBG Management. JIT notes are not publicly disclosed.
















### **Sector Highlights**

Sector Highlights (SH) are prepared by IEG to address lack of collective knowledge and evidence on projects' evaluation results and performance at the sector level, for investment and advisory projects. Sector Highlights' intended audience are IFC/MIGA senior and middle management in IFC/MIGA and operational teams. The SH remain largely internal documents, with few exceptions when the SH were shared with the Board. They synthesize knowledge from existing IEG validations and evaluations of IFC and MIGA projects to summarize results and draw meaningful lessons from the aggregation of

evidence and knowledge of a sector in a 3 to 5 -year timeframe. They do not include a collection of new or additional evidence or field visits. IFC and MIGA technical counterparts are frequently engaged during the preparation process of the SH, but the study is prepared by IEG. Each SH typically includes a deep dive on one topic, encompassing more in-depth analysis of the sub-portfolio of the sub-sector or theme within the sector, and factors contributing to their performance. There is some evidence that some of the Sector Highlights resulted in a change of IFC's policy and/or procedures.

## Annex 2: IEG Thematic, Corporate, Country Evaluations, and RAP and MAR FY22-25

Thematic Streams	FY22	FY23	FY24	FY25
 <b>People</b>	Undernutrition 	COVID-19: Human Capital 	Learning Crisis 	Adaptive Social Protection 
 <b>Prosperity</b>	COVID-19: Economic Implications 	<ul style="list-style-type: none"> <li>• Financial Inclusion </li> <li>• Domestic Revenue Mobilization</li> <li>• Low-Income Countries DSF </li> </ul>		
 <b>Planet</b>	<ul style="list-style-type: none"> <li>• Disaster Risk Reduction </li> <li>• Agri-Food Economies </li> </ul>	Private Sector Participation in Climate Action 	Blue Economy 	
 <b>Infrastructure</b>	Solid Waste Management 	Demand-Side Energy Efficiency 		
 <b>Digital &amp; AI</b>				

Cross-cutting themes	FY22	FY23	FY24	FY25
 <b>Jobs</b>	Doing Business 		IDA Support to Jobs 	
 <b>Private Capital</b>	IFC Investment in K-12 Education 	IFC Additionality in MICs 	IDA PSW Update 	IFC Platforms Approach 
 <b>Fragility, Conflict, Violence</b>	<ul style="list-style-type: none"> <li>Engagement in Situations of Conflict</li> <li>IFC &amp; MIGA Support for Private Investment in FCS </li> </ul>			
 <b>Gender</b>	Gender Equality in FCVs 		Addressing Gender Inequalities (Gender Strategy) 	
<b>Corporate and country focused</b>				
 <b>WBG Corporate Effectiveness</b>	<ul style="list-style-type: none"> <li>Sustainable Development Finance Policy </li> <li>Global Footprint Effectiveness <ul style="list-style-type: none"> <li>RAP 2021</li> <li>MAR 2021</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>RAP 2022</li> <li>MAR 2022</li> </ul>	<ul style="list-style-type: none"> <li>Capital Increase Package Validation <ul style="list-style-type: none"> <li>RAP 2023</li> <li>MAR 2023</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Multiphase Programmatic Approach <ul style="list-style-type: none"> <li>Procurement Frameworks in IPF</li> <li>Learning in WB Lending Operations <ul style="list-style-type: none"> <li>RAP 2024</li> <li>MAR 2024</li> </ul> </li> </ul> </li> </ul>
<b>Country Program Evaluations (CPEs)</b>	<ul style="list-style-type: none"> <li>Bangladesh</li> <li>Chad</li> </ul>	<ul style="list-style-type: none"> <li>Kyrgyz Republic <ul style="list-style-type: none"> <li>Morocco</li> <li>Ukraine</li> </ul> </li> <li>Mozambique</li> <li>Madagascar</li> </ul>	<ul style="list-style-type: none"> <li>Papua New Guinea</li> <li>Ecuador</li> </ul>	<ul style="list-style-type: none"> <li>Tanzania</li> <li>Ethiopia</li> <li>Georgia</li> <li>Nepal</li> <li>Somalia</li> </ul>

## Annex 3: Synopses of Recent and Upcoming Evaluations



### People

To meet its twin goals, the WBG recognizes that it must invest in developing human capital in client countries. This includes investing in peoples' knowledge, skills, and health to enable them to realize their potential as productive members of society.

SDG goals #: 2,3,4:

Good Health, Quality Education, Zero Hunger



WBG Global Challenge Programs:

Enhanced Health Emergency Prevention, Preparedness, and response; Food and Nutrition Security

IDA 21:

People

IFC 3.0:

Sector Impacts- Health and Education

FY22	<p><b>Undernutrition and its Determinants</b> The evaluation finds the Bank's nutrition support framework is well-aligned with global best practices and has broadened its approach beyond food security. Institutional strengthening has improved coordination and access to nutrition-related services. However, the report notes a need for better planning, greater focus on social norms, and enhanced nutrition-specific interventions. Improving measurement of outcomes, including behaviour changes and institutional capacity, will help demonstrate progress. The evaluation recommends adjusting country portfolio programming and increasing emphasis on social norms and nutrition determinants tracking.</p>
FY23	<p><b>COVID-19 Response: protecting human capital</b> IEG's evaluation found the World Bank provided a rapid, high-quality COVID-19 response, financing about \$30 billion for health and social measures in vulnerable countries. The Bank helped expand health services, social protection, and distance learning, but countries with stronger local capacities responded more effectively. The Bank lacked a global instrument to secure early vaccine access. Recommendations include: strengthening health and education service resilience, applying gender equality in crisis response, improving regional cooperation and public health preparedness, and enhancing the Bank's own crisis readiness.</p>
FY24	<p><b>Learning Crisis</b> The World Bank has raised awareness and fostered global collaboration for quality basic education, helping highlight the learning crisis and define learning poverty. When countries are committed partners, the Bank can better support important policy reforms for a learning-focused system. WB projects have succeeded in increasing teacher numbers, updating curricula, and boosting enrolment, but Country Partnership Frameworks often lack focus on actual learning outcomes. Despite being the largest external funder, limited engagement in most countries has hindered systemic progress toward improved learning results.</p>
FY25	<p><b>Adaptive Social Protection</b> This evaluation assesses the relevance and effectiveness of the World Bank's support in making social protection systems more shock responsive. The evaluation aims to provide evidence-based insights on how adaptive elements have been integrated into operations and assess the performance of these systems in response to shocks and crises. The report finds that the World Bank made significant contributions to strengthening social protection systems to better respond to shocks. However, investments in systems strengthening did not consistently result in adequate shock responses due to factors related to financing availability, political economy, and institutional capacity.</p>
FY26	<p><b>Emergency Health Preparedness / One Health</b> The evaluation will assess how well the WBG is supporting emergency health preparedness, emphasizing One Health. The evaluation will look at the relevance of the WBG's support, and the extent that the support is effective. Relevance will consider how well the WBG's support is focusing on countries' needs, adopting a One Health approach, leveraging partnerships, and building on lessons learned on what works. The assessment of the effectiveness of the support will consider the extent that past support has achieved outcomes to sustainably strengthen preparedness in countries, and that the WBG's current support is supporting pathways to achieving preparedness outcomes (including technology, institutional strengthening, multi-level engagement, data and knowledge, and people investments)?</p>
FY28	<p><b>Skills and Lifelong Learning</b> Technical and Vocational Education and Training (TVET) systems and skills development training programs are underdeveloped in many developing countries, and experience pressure as young people move through higher levels of education and require specific skills on entering the workforce. The question of skills mismatch – skills required by employers versus available skills sets – also arises. TVET and training systems are also pertinent for those already in work who require re-skilling / upskilling to secure their employment.</p>

Table legend:

Completed
Forthcoming

The WBG’s mission to boost prosperity is more urgent than ever as pandemics, conflict, and global debt issues have meant that the global goal of cutting the extreme-poverty rate to 3% by 2030 has slipped out of reach. Among its priorities, the WBG must work towards creating jobs and fostering growth, managing debt sustainably, and build resilient, inclusive financial systems. Prosperity is a Focus Area for IDA 21.

SDG goals #1,2,8,9,10,11,16:

No Poverty, Zero Hunger, Decent Work & Economic Growth, Industry Innovation and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities, Peace and Justice

IDA 21: Prosperity

IFC 3.0:

Cross Sector Impacts: Employment Creation & Economic Growth



FY22	<p><b>COVID-19 Response: economic implications</b> The evaluation reviews the World Bank Group’s early COVID-19 economic crisis response (April 2020–June 2021), finding strategic, agile management and the largest crisis response in its history. The response was highly relevant for low-income countries, though sector alignment varied. WBG influenced client strategies in the acute phase but was less aligned during recovery. Coordination among the World Bank, IFC, and MIGA effectively supported the financial sector and MSMEs. Recommendations include creating a joint crisis response playbook and expanding structured finance for SMEs.</p>
FY23	<p><b>Domestic Revenue Mobilization</b> The evaluation notes the Bank’s increased focus on domestic resource mobilization (DRM) in IDA-eligible countries, aided by greater use of DPOs and Global Tax Program funding since 2018. Despite this, tax-to-GDP ratios in low- and middle-income nations have declined, and challenges exist due to overstretched staff, consultant reliance, and numerous analytical tools. Many tax reforms have been reversed, highlighting the need for more sustainable support. Recommendations aim to improve the use of analytical outputs, sustain reforms, and better monitor DRM progress.</p>
	<p><b>Low Income Countries Debt Sustainability Framework</b> The evaluation finds that 2017 reforms to the LIC-DSF were implemented as planned, with improved discussion of debt data coverage but inconsistent focus on data quality. Realism tools enhance medium-term projections, and DSAs increasingly address climate change impacts. Collaboration between the Bank and IMF is robust, though internal Bank processes slow progress. To strengthen the Bank’s role, expectations for leading long-term growth analysis and data quality assessment should be clarified, and DSAs should more directly inform operational priorities, prior actions, and policy initiatives, especially regarding climate change.</p> <p><b>Financial Inclusion</b> The evaluation assesses the World Bank Group’s support for financial inclusion among microenterprises, poor households, women, and excluded groups. Substantial progress has been made, shifting from access to usage and digital services. While more women are reached, many underserved groups remain excluded, and the impact on poverty reduction is unclear. Three recommendations are proposed: increase account use among target groups, develop more comprehensive solutions for digital financial services, and collect outcome data for different excluded groups, starting with pilot initiatives.</p>
FY28	<p><b>Energy Subsidy Reform</b> An evaluation of energy subsidy reforms would seek to assesses how the WBG can help countries to move from broad, costly, and distortionary energy subsidies toward better-targeted, fiscally and environmentally sustainable, and efficient energy pricing regimes. Drawing on ESMAP’s Energy Subsidy Reform Assessment Framework (ESRAF), it typically includes: identifying and quantifying existing subsidies and their fiscal burden; analyzing who benefits and who would be affected (distributional impacts), and whether social protection systems can mitigate adverse effects on poor and vulnerable groups; estimating macroeconomic, sectoral, and firm-level impacts; and assessing environmental and climate consequences (e.g., effects on air pollution and greenhouse gas emissions). The goal is to inform the WBGs engagements in reform options that safeguard debt sustainability, reduce economic and environmental distortions, and protect those most in need.</p>



A livable planet is fundamental to the WBG’s mission. Tackling poverty and boosting prosperity inevitably requires the sustainable management of natural resources to produce and enable access to healthy food, water, and clean air, for current and future generations.

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

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

WBG Global Challenge Programs:

Fast-Track Water Security and Climate Adaptation; Energy Transition, Efficiency, and Access, Forests for Development, Climate, and Biodiversity

IDA 21: Planet

IFC 3.0: Cross Sector Impacts: Climate Action



FY22	<p><b>Disaster Risk Reduction</b> The evaluation reviews the World Bank’s (WB) support for disaster risk reduction (DRR) from natural hazards. It finds that the WB helps clients adopt DRR measures through strategic country engagement and targeted decision-maker involvement, backed by evidence and reconstruction efforts. However, gaps remain in certain regions, sectors, and hazards, and the WB has not shown clear impacts of its DRR activities on reducing exposure and vulnerability, affecting its development case for DRR. The evaluation recommends focusing DRR activities where coverage is lacking and measuring their effects.</p> <p><b>Agri-Food Economies</b> The evaluation reviews how effectively the World Bank Group identifies needs, addresses constraints, and achieves results in agri-food system development—defined as creating more productive, inclusive, and sustainable farms and agribusinesses. From 2010-2020, interventions were generally relevant and effective in improving productivity, inclusion, and sustainability, but less so in low-income countries. Production-only approaches were less successful than those combining production and market strategies. Support for higher value, sustainable products was limited, and IFC investments struggled with environmental and social standards in LICs.</p>
FY23	<p><b>Private Sector Participation in Climate Action</b> This evaluation finds that the WBG has made relevant efforts to support private sector climate action, with more success in mitigation than adaptation. The initial CCDRs highlight investment needs but lack concrete financing and policy recommendations. To meet global climate goals, scalable solutions are needed. The report advises developing standardized business models for new climate sectors, establishing clear long-term financing strategies within country diagnostics, and ensuring that WBG and IFC-supported models can be scaled up.</p>
FY24	<p><b>Blue Economy</b> The evaluation reviews how effectively the WB supports a blue economy for sustainable and inclusive development in ocean and coastal states, focusing on two key aspects: (i) the clarity of WB’s blue economy objectives and their alignment with other stakeholders, and (ii) the practical implementation of these goals. Future actions recommended include: updating the corporate definition of the blue economy and consistently applying it; actively promoting a holistic blue economy approach in coastal and marine regions; and improving collaboration with partners to support policy and institutional reforms that advance blue economy objectives.</p>
FY26	<p><b>Biodiversity</b> This evaluation reviews how the WBG supports biodiversity, focusing on conservation activities and potential biodiversity benefits in production sectors. While the WBG has set a solid foundation for biodiversity action, it must now turn commitments into measurable results. Improvements are needed in ecological monitoring, inclusion of Indigenous Peoples and local communities, biome coverage, and sustainable financing. Biodiversity offsets are increasingly used to manage impacts, but their effectiveness is limited by complexity, weak capacity, transparency issues, and inconsistent implementation.</p> <p><b>IFC Climate Change Cluster Evaluation</b> IEG is conducting a cluster evaluation based on six PPARs from IFC investment projects in Argentina, Brazil, China, Poland, Romania, and the UK. These projects introduced innovative technologies and business models for using waste to generate electricity, enhancing industrial efficiency, producing sustainable products, and expanding green finance. The evaluation will synthesize lessons learned to strengthen evidence on environment-friendly investments and support learning for IFC management, the Board, and external stakeholders. The final report is expected to be submitted to CODE in FY26.</p>
FY27	<p><b>Food Security</b> This evaluation will assess the relevance, effectiveness, and coherence of the World Bank Group’s approach to food security in the most food-insecure countries. It aims to inform the World Bank Group’s strategic direction on food security. In a context of worsening global food insecurity, the evaluation aims to provide strategic lessons for the World Bank Group Global Challenges Program on Food and Nutrition Security and for country and regional programs in countries with high food insecurity.</p> <p><b>Water Resource Management 1</b> WRM cuts across the three areas of the new water strategy - water for people, water for food, and water for planet. The ambitions of the new Water Sector Implementation Plan, also require strong WRM as essential foundations for the scalable solutions identified. It will therefore gather learning to support implementation of the Bank’s strategy, going forward. The evaluation will assess the relevance, sustainability, and effectiveness of the WBG’s support for countries in managing water resources to balance competing demands and build long-term resilience. It will also examine how Bank interventions have shaped outcomes in areas such as water allocation, governance, availability, and efficiency, with attention to the conditions that enable lasting benefits for broader development outcomes.</p>
FY28	<p><b>Forests</b> The GCP on Forest for Development, Climate and Biodiversity highlights forests as essential for development, climate, and biodiversity. This evaluation aims to use lessons from previous projects to improve future effectiveness, focusing on how forests contribute to climate, economic growth, and jobs. It may address areas including plantations, agroforestry, certification, subsidies, supply chains, and nature-based tourism and solutions. The evaluation will assess what has worked in supporting forest-related development, particularly the role of the private sector, job creation, capital mobilization, and advancing climate resilience and mitigation objectives.</p>

Infrastructure is core to the WBG’s support to developing countries. Reliable infrastructure promotes economic growth, improves livelihoods, and improves basic services to people. Providing basic services such as clean water and sanitation, reliable energy, and transportation services are needed to reach the SDGs.

SDG goals #6, 7, 9, 11:

Clean Water and Sanitation, Affordable and Clean Energy, Industry Innovation and Infrastructure, Sustainable Cities and Communities



WBG Global Challenge Programs:

Fast-Track Water Security and Climate Adaptation; Energy Transition, Efficiency, and Access

IDA 21:

Infrastructure

IFC 3.0

Sector Impacts: Infrastructure

<p>FY21</p>	<p><b>Urban Spatial Growth</b> This evaluation provides the first systematic review of the World Bank’s approach to managing urban spatial growth through land administration, land use planning, and land development. It finds these areas are advancing urban development independently, without an integrated framework. To improve effectiveness, recommendations include adopting a unified framework linking urban expansion to SDGs 1 and 11, supporting clients with proactive planning for urban growth, and strengthening protocols for identifying project locations and collecting land market data to better manage urban spatial growth.</p> <p><b>Renewable Energy</b> This evaluation highlights the World Bank Group’s evolving role in advancing the Clean Energy Transition through support for renewable energy in electric power. Despite plateaued financing, the WBG remains the largest contributor by addressing key barriers such as policy and regulatory challenges and private investment risks. Effective strategies include knowledge sharing and partnerships. Recommendations urge the WBG to prioritize integrating renewables into client power systems, pursue comprehensive long-term country engagements with coordinated solutions, and continuously enhance specialized skills to support renewable energy scale-up.</p>
<p>FY22</p>	<p><b>Municipal Solid Waste Management</b> The evaluation reviews the World Bank Group’s support for municipal solid waste management (MSWM), focusing on relevance, coherence, and effectiveness. The Bank increasingly recognizes sustainable alternatives like waste hierarchy and circular economy principles, but their application varies by country, with limited efforts in low-income regions. Collaboration on MSWM has been minimal, and lending for this sector is lower than other urban services. These findings highlight gaps in consistent strategy and investment, indicating the need for more robust, integrated approaches to address growing waste management challenges.</p>
<p>FY23</p>	<p><b>Demand-Side Energy Efficiency</b> The evaluation reviews the World Bank Group’s effectiveness in scaling demand-side energy efficiency (DSEE) to achieve energy savings and reduce emissions. Success depends on robust policy environments, advisory support, targeting relevant clients, de-risking instruments, and cumulative engagement. The report recommends intensifying DSEE support in middle-income countries, developing sector-specific approaches in select low middle-income countries, expanding strategies to address indirect emissions, and leveraging cross-practice and cross-industry approaches to exploit untapped opportunities and help clients leapfrog DSEE advancements.</p>
<p>FY26</p>	<p><b>Electricity Access</b> The evaluation will review the World Bank Group’s activities from 2015–2024 to expand electricity access, including lending, investment, advisory, guarantees, technical assistance, and partnerships. It will focus on supporting countries with low electricity access to deliver affordable, reliable, and sustainable electricity as part of efforts to achieve universal access by 2030 (SDG 7). Additionally, it will assess how previous recommendations from the 2015 IEG evaluation have been applied and the lessons learned from these efforts to inform future strategies.</p> <p><b>Catastrophe Draw-Down Option Cluster Evaluation</b> In recent years, the Catastrophe Deferred Drawdown Option (Cat DDO) has become one of the Bank’s largest sources of rapid-disbursing financing for disaster and climate shocks with growing engagement across IBRD and IDA countries. The evaluation will assess how the Cat DDO has been used to help Ministries of Finance manage the fiscal impacts of disaster-related shocks and secure timely, predictable, and cost-effective post-disaster financing as part of broader disaster risk financing and fiscal risk management strategies. It will derive lessons and recommendations to strengthen the World Bank Group’s engagement in disaster risk financing and future use of contingent financing instruments.</p>
<p>FY27</p>	<p><b>Climate Resilient Transport</b> Since its FY16 commitment to climate change co-benefits, the World Bank has increasingly shifted its focus from providing transport access and connectivity to climate resilient transport access and connectivity. Recent years have seen the Bank’s largest financing commitments for climate adaptation in the transport sector, with IFC and MIGA joining these efforts in FY23. The evaluation is expected to assess the World Bank Group’s performance in supporting client countries to strengthen climate and natural disaster resilience within the transport sector and derive recommendations to enhance future engagements.</p>



# Digital and AI

Digital technologies are increasingly central to our economic and social lives and can be powerful tools to help unlock economic growth and opportunity, tackle development challenges, ease access to services, and improve lives. The WBG’s work on Digital Transformation will include a range of products, services, and partnerships to advance global knowledge around key digital development topics and to support countries to define and implement their vision for digital transformation.

SDG goals #9:  
Industry Innovation and Infrastructure  
WBG Global Challenge Programs:  
Accelerating Digitalization  
IDA 21:  
Digital Transformation



FY28	<b>Digital Public Infrastructure and Services</b> This proposed evaluation will examine the relevance and effectiveness of WBG support for building and strengthening digital public infrastructure and services. It will assess how well the WBG has supported core elements of digital government—such as digital identification systems, digital payment systems, and data exchange, as well as the delivery of digital public services that improve efficiency and transparency. The evaluation will also review how the WBG has combined financing, policy dialogue, and partnerships to help countries build institutional capacity to adopt and scale digital solutions, while addressing challenges of data protection and cybersecurity. Given that the portfolio spans multiple Global Practices, the evaluation will consider how effectively the WBG has fostered cross-practice collaboration to deliver coherent and integrated support to client countries.
FY29-31	<b>Digital Connectivity and Affordability</b> This proposed evaluation will examine the relevance and effectiveness of WBG support for improving digital connectivity and affordability in developing countries. Despite major progress in broadband rollout and mobile penetration, significant gaps remain in access, quality, and affordability, especially in low-income and fragile contexts. It will assess how well the WBG has used financing, policy dialogue, and partnerships to expand digital infrastructure and reduce the cost of access, particularly for underserved populations. It will also look at how the WBG has mobilized private investment to strengthen connectivity and extend coverage. In addition, the evaluation will consider the supply- and demand-side factors that shape affordability and the extent to which interventions have addressed equity concerns.



# Jobs

Creating jobs has long been central to the WBG’s mission. Jobs are the most reliable pathway out of poverty; sustained and inclusive economic growth, driven by a productive private sector, creates jobs and leads to increases in living standards. Creating more, better, and inclusive jobs is now an explicit aim of everything the WBG does.

SDG goals #8:

Decent Work & Economic Growth

IDA 21:

Jobs



FY22	<p><b>Doing Business</b> The evaluation reveals that Doing Business Indicators motivate reform efforts but lack consistent links to actual reform implementation and economic outcomes. Their limited granularity reduces effectiveness in monitoring and evaluating reforms, as they do not capture key constraints or business specifics. Additionally, the impact of reforms may be restricted if essential barriers are not addressed. Most claims in Doing Business reports regarding reform outcomes are unsupported by rigorous evidence, and their methodologies often fail to reflect the realities faced by small and medium-sized enterprises.</p>
FY24	<p><b>IDA Support to Jobs</b> This evaluation is the initial phase of IEG’s review of World Bank efforts to promote more, better, and inclusive jobs through IDA funding. It examines how IDA-supported interventions aligned with jobs objectives from FY2015 to FY2022, focusing on strategy, implementation, and outcomes. The review addresses whether IDA’s jobs strategy was analytically robust, adaptive, and relevant, and if it translated into effective interventions. The report provides recommendations to further strengthen IDA’s jobs agenda to enhance opportunities for quality, inclusive employment.</p>
FY27	<p><b>Inclusive Employment</b> Economic empowerment for women and youth is core to the World Bank Group’s mission to end poverty and boost shared prosperity, and aligns with the Jobs focus of the new Country Engagement Model and the Path to Prosperity strategy. An evaluation of programs targeting groups experiencing specific constraints and opportunities is warranted because the Bank’s approach relies on firm- and worker-level levers (including private sector development, MSME support, and business environment reforms as well as programs in skills, productive employment initiatives, and active labor market policies) to facilitate people’s access to jobs, improving the quality of their employment and lift them out of poverty.</p>
FY28	<p><b>Support to Jobs Through Country Programs</b> A macroeconomic evaluation of jobs and growth engagements is justified because sustained, economy-wide improvements in living standards in developing countries depend on structural transformation. Economy-wide linkages and frictions make a macro lens essential for diagnosing constraints and sequencing policies that catalyze jobs and inclusive growth. This would be broadly consistent with the new WBG framework proposed in the April Development Committee paper “Prioritizing the Private Sector, Powering Jobs” (World Bank, 2025).</p>

# Private Capital

The WBG recognizes the need to leverage the private sector in ways that optimize the use of scarce public resources. Private Capital is a critical component to address global development challenges at scale. To reach its twin goals, The WBG must draw on the substantial experience across the institution in supporting governments to crowd in the private sector.

**SDG goal #17:**  
Partnerships for the Goal



**IDA 21:**  
Private Investment

**IFC 3.0:**  
Creating Markets, Mobilize Private Investors for the Goal

FY22	<p><b>IFC Investment in K-12 Education</b> An evaluation requested by WBG President Malpass found IFC’s direct investments in K–12 private schools showed little evidence of improving education outcomes, despite financing infrastructure and possibly boosting overall enrolment. Enrolment gains for underserved groups were minimal, and IFC shifted investments toward larger schools serving middle- and upper-middle-class families. The evaluation advises against resuming such investments without major changes, recommending broader stakeholder engagement, an outcome-focused investment framework, consideration of financial versus educational trade-offs, and improved monitoring and supervision for future K–12 investments.</p>
FY23	<p><b>IFC Additionality in MICs</b> The evaluation assesses IFC’s effectiveness in achieving additionality in middle-income countries (MICs), finding it excels in identifying additionality but is more successful with financial than nonfinancial aspects. While IFC’s portfolio does not always match assumptions about country income, nearly all MIC projects realize some additionality. Realization depends on proper identification, supportive tools, and addressing barriers, with both internal and external influences. Recommendations include strengthening monitoring and reporting, aligning strategy and activities in MICs, and integrating additionality into country and sector strategies.</p>
FY24	<p><b>IDA Private Sector Window</b> The evaluation found that the Private Sector Window (PSW) has allowed IFC and MIGA to access new markets without distorting competition and follows minimum concessionality rules. However, there is limited financial reporting, and PSW capital could be better utilized. The recommendations are to improve risk modelling, including assessing first-loss guarantees, and to enhance financial transparency by reporting profits and losses for PSW activities by agency, facility, and instrument to management and the Board, enabling more effective deployment of IDA capital and oversight.</p>
FY25	<p><b>IFC Global Platforms Approaches</b> This early-stage evaluation reviews seven IFC platforms launched between FY17 and FY22, measuring their achievement of objectives and Board expectations. Most platforms succeeded, due to operational efficiency and effective risk management using blended finance, without increasing portfolio risk versus non-platform approaches. However, platform reporting still falls short of Board expectations. The evaluation recommends expanding the platform approach by leveraging pilot insights and improving performance learning, and urges IFC and the Board to agree on clear, consistent reporting standards and frameworks to support oversight and learning.</p>
FY26	<p><b>WBG Guarantees</b> This evaluation reviews the World Bank Group’s use of guarantees from FY15–24 as tools to efficiently mobilize private capital for development. It analyzes guarantees issued by the World Bank, IFC, and MIGA, focusing on their relevance, coherence, and effectiveness in supporting client efforts. By examining major guarantee instruments, the evaluation aims to identify evidence-based lessons on what works, why, and for whom, providing actionable insights to improve future interventions by the World Bank, IFC, and MIGA in mobilizing private investment capital.</p>
FY28	<p><b>IFC Equity</b> This evaluation will review IFC’s equity investments, focusing on the relevance of IFC’s strategic equity approach and operations, IFC’s additionality, projects’ development outcome and impact (including growth, jobs, and innovation), private capital mobilization, as well as overall contributions to IFC’s financial performance and creating market strategy, drawing meaningful lessons for the implementation of WBG’s evolution roadmap. The assessment will also assess how IFC’s equity operations addressed heterogeneous financing gaps of diverse clients and how IFC’s operating model is fit for its equity operations. IFC aims to grow its equity portfolio, including in Africa, making lessons from past experience especially timely.</p>

# Fragility, Conflict, and Violence

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

## SDG goal #16:

Peace, Justice and Strong Institutions

## WBG FCV Strategy

## WBG cross-cutting theme:

Fragility, Conflict, Violence

## IDA 21:

Fragility, Conflict and Violence

## IFC 3.0:

Increased focus on FCS



FY22	<p><b>World Bank Engagements in Situations of Conflict</b> The evaluation finds the Bank's conflict analysis has improved, informing advisory services and projects that address conflict drivers and restore critical services through partnerships. Rapid financing and donor engagement help mitigate instability's effects, especially for vulnerable groups. However, frank discussion of conflict drivers is limited by the public nature of analyses, and staff face challenges such as disbursement pressures, costly supervision, and security risks. Disputes over partnership rules and weak results frameworks also hinder clear measurement of the Bank's impact on country outcomes.</p> <p><b>IFC/MIGA Support for Private Investments in FCS</b> The evaluation reviews IFC and MIGA's effectiveness in expanding investments in fragile and conflict-affected situations (FCS) from FY10-21, highlighting both progress and persistent challenges. Despite introducing new instruments, business volumes have not increased substantially due to country-specific constraints, client limitations, high costs, greater risks, and weak institutional incentives. Scaling up requires balancing higher costs, longer timelines, and adapting risk capacities and business models. Continued collaboration and instrument adaptation are essential for expanding support and diversifying their client base in FCS contexts.</p>
FY26	<p><b>FCV Strategy</b> The evaluation reviews how changes to the Bank Group's operational framework have affected its work in fragile, conflict, and violence (FCV) settings. While progress was made in analytics, strategy, and maintaining presence in crisis countries, reforms remain incomplete. Key gaps include unclear pathways to results, limited use of fragility diagnostics, weaknesses in human resources and budgeting, and unmet private sector expectations. Recommendations include publishing an FCV Strategy implementation plan, improving fragility-sensitive programming, and overhauling financial, personnel, and data frameworks.</p>
FY27	<p><b>Operational Outcomes in FCV</b> This evaluation on WBG Operational Outcomes in Fragility, Conflict and Violence (FCV) is a follow-on to the FY26 evaluation of the World Bank Group FCV Strategy for (2020-2025). It will complement and build on the findings of the assessment of the Bank Group's operational framework for engaging in FCS by seeking to derive lessons on its operational effectiveness. It will provide granularity on operational outcomes based on deeper case study analysis of operational interventions of select Bank Group engagements in helping countries combat drivers of fragility and conflict. This will be combined with the preparation of learning engagements designed to directly inform operational teams and decision makers about what works under which circumstances, and which factors enabled or constrained effective implementation in FCS contexts.</p>

### Recent Country Program Evaluations on FCV Countries:

- Madagascar (FY23)
- Papua New Guinea (FY24)
- Ethiopia (FY25)
- Somalia (FY25)
- Democratic Republic of Congo (forthcoming, FY26)



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

SDG goal #5:

Gender Equality

WBG Cross-cutting theme:

Gender

IDA 21:

Gender

IFC 3.0 Cross-Sector Impacts:

Gender Equality



FY21	<p><b>Gender Strategy Mid-Term Review</b> The evaluation finds that strong commitment to the gender strategy within the World Bank Group has led to improved practices and project design. However, implementation does not consistently match the strategy’s ambitions, hampered by competing priorities, limited knowledge of gender gap approaches, and inconsistent support across Regions. Monitoring focuses more on commitments and design than actual implementation, limiting assessment of real outcomes. IEG is working with World Bank and IFC Gender Groups to share opportunities from this review and encourage better alignment and impact.</p>
FY23	<p><b>Gender Inequalities in FCV</b> This evaluation reviews the World Bank and IFC’s support for women’s and girls’ economic empowerment and gender-based violence prevention in countries affected by fragility, conflict, and violence. While support is relevant and promotes inclusive ownership, it often lacks depth, sustainability, and scalability. Individual projects show improvements but cannot drive systemic change or meet both immediate humanitarian and long-term development needs. The evaluation recommends shifting from project-based support to strategic country engagement, utilizing the full portfolio, policy dialogue, and partnerships, and offers four recommendations to improve impact.</p>
FY25	<p><b>Gender Strategy</b> This evaluation reviews World Bank and IFC efforts to address gender inequality from FY12 to FY23, providing lessons for the 2024-2030 Gender Strategy and IDA21. It finds increased awareness and improved knowledge, but highlights the need for stronger resources, incentives, and performance management. Key recommendations include enhancing results management systems to better monitor gender outcomes, strengthening the country engagement model with focused and coordinated actions, and reconfiguring the World Bank Group’s gender architecture to improve impact and implementation.</p>
FY26	<p><b>Gender Implementation Note (technical report following the Gender Strategy evaluation)</b> The Gender Implementation Note/Tool supplements the Gender Strategy evaluation by presenting in-depth results from 38 of the Bank’s and IFC’s most gender-relevant interventions. These results pertain progress in access to resources, enhanced agency, and stronger institutions for gender equality—all offered through an innovative interactive format tailored for operational teams’ ease of use. The tool examines key elements and conditions for successful interventions—in relation to relevance, efficacy, ownership, sustainability, and scalability—and showcases a range of design and implementation examples drawn from the evaluation case studies.</p>
FY28	<p><b>Care Economy</b> The proposed evaluation will examine the World Bank’s support for policies and programs designed to assist households and women in managing caregiving responsibilities. This evaluation will analyze public investments, policy reforms, and partnerships that aim to create comprehensive systems which value, reduce, and redistribute care work; enhance the accessibility, flexibility, and affordability of quality care services for children, older adults, individual with illnesses, and persons with disabilities; promote women’s participation in the labor market, women’s empowerment and gender equality; and support the creation of jobs in the care sector.</p>



# WBG Corporate Effectiveness

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

SDG goals #17:

Partnerships for the goals



Forward Look & Capital Increase:

Better and Stronger WBG

**Annually:** Results and Performance (RAP) Report and Management Action Record (MAR) Validation

FY22	<p><b>IDA Sustainable Development Financing Policy</b> The evaluation examines the SDFP’s design, early implementation, and initial impact in IDA-eligible countries, aiming to enhance debt sustainability. It finds that the country screening process should better account for rapid increases in debt distress to avoid overlooking vulnerable nations. The evaluation also suggests that PPAs must more systematically address primary country-specific debt stressors. Additionally, reliance on one-time actions in PPAs has limited opportunities for lasting institutional reforms, which are critical for achieving sustained improvements in debt management and transparency.</p>
	<p><b>Global Footprint Effectiveness</b> The evaluation reviews the World Bank’s decentralization efforts, showing that expanding its global footprint improved client responsiveness, product customization, ongoing project support, trust with government counterparts, and field collaboration. However, decentralization introduced structural inefficiencies, risks to knowledge sharing and global collaboration, and career development challenges for staff and managers. While the increased local presence brought notable benefits, it also highlighted areas for improvement to ensure effective operations and knowledge flow as the World Bank pursues new expansion initiatives.</p>
FY24	<p><b>Capital Increase Package Validation</b> The capital increase enhanced the IBRD’s and IFC’s financing capacity, helping the WBG deliver on key priorities such as gender, climate change, and financial sustainability, especially where clear strategies and reporting mechanisms existed. However, progress lagged in areas with vague policy intent, insufficient indicators, and limited collaboration or incentives. Not all targets were met, but major commitments were advanced. The report draws lessons on the need for defined strategies, measurable indicators, and effective oversight when developing and implementing corporate initiatives and commitments.</p>
FY25	<p><b>Learning in WB Lending Operations</b> The Learning in World Bank Lending evaluation reveals that the Bank’s knowledge ecosystem is overly formal and linear, focusing on project design rather than learning throughout implementation. Reliance on tacit knowledge and fragmented, under-resourced systems further limit effective knowledge sharing. Recommendations include revising lending procedures to encourage continuous learning and client engagement, fostering a culture open to learning and failure, and strengthening institutional knowledge management through clearer standards, professional investment, and senior oversight, ultimately aiming to improve knowledge capture, sharing, and application across the organization.</p>
	<p><b>WB Procurement Frameworks in IPF</b> The evaluation reviews progress in World Bank project procurement and capacity building since the 2016 reform. While the reform’s logic is sound and has improved procurement value and country capacity, implementation remains inconsistent, with late procurements and limited value-for-money adoption, especially in IDA countries. Challenges include hiring experts, lengthy bid evaluations, and weak market engagement. The report urges stronger change management, oversight, and data improvements, targeted country capacity support, and proactive, data-driven risk management to optimize procurement outcomes and foster innovation.</p>
	<p><b>Multiphase Programmatic Approach</b> This evaluation reviews MPAs across 40 non-emergency programs. It concludes that the MPA meets expectations for learning and continuity, but coherence and adaptation show mixed results. Clients appreciate the flexible approach, yet want clearer communication of both benefits and risks, especially regarding phase 2 financing. The Bank should balance speed, scale, and complexity, improve resourcing and documentation for learning, and leverage external financing. Increasing program complexity highlights the need for skilled, well-networked teams with more training opportunities.</p>
FY26	<p><b>WB Environmental and Social Framework</b> This evaluation examines the World Bank’s Environmental and Social Framework (ESF) implementation, assessing progress toward objectives set in the 2016 Board Paper. Key areas include adaptive risk management, flexible and proportional application of principles, development of Borrower systems for environmental and social risk management, Bank support, policy harmonization, and alignment with development partners. The evaluation considers ESF’s contribution to development outcomes and reviews tools for identifying and mitigating Sexual Exploitation and Abuse/Sexual Harassment risks in Bank projects.</p>
	<p><b>IFC Sustainability Framework</b> This evaluation aims to provide actionable insights for updating IFC’s Sustainability Framework. It draws on implementation experiences since 2012, reviewing environmental and social performance data, analyzing harmonization challenges and opportunities, and considering lessons from other multilateral development banks. The focus is to identify key findings and lessons that matter most to both internal and external stakeholders, ensuring the framework’s effective update and implementation. The evaluation’s results will guide improvements for supporting stakeholder needs and enhancing overall framework performance.</p>
FY27	<p><b>IDA Country Allocation Systems</b> At a Board Meeting on the IDA21 replenishment report (February 20, 2025), Executive Directors requested that IEG include an evaluation of the IDA Country Allocation System in the work program. The proposed evaluation will focus on the objectives and allocations at the country level. It will assess i) how effective the IDA country allocation system is in incentivizing performance and reflecting country needs; ii) how internally coherent the various IDA country allocation mechanisms are; iii) how transparent and predictable the IDA country allocation system is; and, iv) to what extent the other IDA resource allocation mechanisms are coherent, i.e. reinforcing or diluting, the performance orientation of IDA, and how this has changed over time.</p>

## Annex 4: Example IEG Engagements with WBG and Global Development Community

**Engagements with WBG counterparts:** IEG’s engagement with WBG teams is multilayered, including strategic collaboration on evaluation findings, targeted knowledge sharing, fostering operational linkages, dissemination, and supporting professional growth and learning.

- Technical level learning engagements with operational teams following the evaluations on **Procurement, the Learning Crisis, Gender, Learning in Lending, and Biodiversity**.
- IEG is collaborating with the **Knowledge and Learning department** on [Lessons Explorer](#), the WBG Academy (Practitioners programs), and skills development of the KML cadre through the KML talent Board & PIUnear.
- **Keeping you Posted:** IEG DGE Sabine Bernabè joined the [March 30 Keeping You Posted](#) segment on knowledge, discussing with Arup Banerji, Director for Knowledge and Learning, the key findings from [IEG’s recent evaluation on Learning in WB Lending](#), and linkages with the WBG’s knowledge agenda.
- IEG was actively present at the **Prosperity and Planet Forums (FY25)**, and the **People Training Week (FY26)**. These engagements included hosting booths, presenting evaluation findings, and sharing key recommendations and lessons learned with operational staff.
- **Targeted resources** are prepared and sent to all newly appointed **WBG regional management**, which include IEG ratings of projects in the region, regional evaluations, and references to relevant case studies.
- IEG delivered **new formats and tools** to render all our output more visually appealing and engaging (immersive stories, infographics, short animations). The two-page “Snapshot” for evaluations reports was introduced and is being mainstreamed across new evaluations.

**Engagements with the global development community:** IEG demonstrates its commitment to evaluation knowledge dissemination by actively participating in a broad spectrum of international conferences and forums.

- During **Asian Evaluation Week** in Shanghai, IEG organized and contributed to six sessions that addressed critical topics such as emerging technologies, private sector engagement, and food security, attracting over 150 global participants.
- At the **European Evaluation Society Biennial Conference**, IEG staff played key roles in ten panels, covering knowledge management, artificial intelligence in evaluation, climate

issues, and organizational learning, thus highlighting its expertise and collaboration with international partners.

- At the **African Development Bank Evaluation Week**, IEG presented advanced methodologies for communicating evaluative insights and facilitated dialogue on effective dissemination strategies.
- The **World Ocean Summit** in Tokyo provided a platform for IEG to share evidence from evaluations of the World Bank's Blue Economy initiatives, conduct practical workshops, and build strategic partnerships with global ocean management leaders.
- At the **Infra4Dev Conference** in Guangzhou, IEG emphasized data-driven infrastructure development by sharing evaluation findings to inform policy and practice.
- IEG has taken a leading role together with the German Institute for Development Evaluation (DEval) on **Evidence for Climate Action (E4CA)** pavilions at both COP29 and COP30. At COP29, IEG presented on [the potential of the Blue Economy to achieve climate action](#). At COP30, IEG led 3 sessions on i) [Nature-Positive Production: Where Climate and Biodiversity Meet](#); ii) [Indigenous Peoples, Biodiversity, and Climate](#); and iii) [Spatial Evidence for Climate Action: Generating Insights through Geospatial Analysis](#).

## Annex 5: IEG Monitoring, Evaluation, and Learning Plan

### Monitoring Plan

The results framework in the following pages constitute the annual monitoring plan. The framework describes quantitatively IEG's strategic level outcomes (Tier 1), outputs (Tier 2), and operational effectiveness (Tier 3).

Several indicators from the results framework derive data from IEG's annual client survey on stakeholder perceptions of the quality, relevance, and usefulness of IEG's evaluations and engagements.

### Evaluation Plan

IEG regularly reviews and evaluates the influence and utility of its work to the World Bank Group, either through internal reviews or through external consulting firms. IEG also regularly evaluates how it manages its resources. It does bi-annual strategic staffing reviews to manage its human resources.

### Learning Plan

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

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

## Tier 1: Strategic Results

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

ACCOUNTABILITY		
<b>IEG evaluations provide relevant information to the Board on WBG's results and development effectiveness.</b>		
Indicator	FY25	3 yr avg
IEG products improved the Board's understanding of WBG's development effectiveness	98%	90%
IEG evaluations align with the WBG's strategic priorities	96%	85%

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE		
<b>IEG evaluations inform decision-making processes at different levels in the WBG to improve the development effectiveness of the WBG's programs and activities, and their responsiveness to member countries' needs and concerns.</b>		
Indicator	FY25	3 yr avg
Use of IEG products to inform the design of a specific lending /non-lending operation <sup>8</sup>	85%	(FY23,24: 82%)

EVALUATION CAPACITY DEVELOPMENT		
<b>IEG strengthens M&amp;E capacity, systems, and culture in WBG client countries through partnerships and direct efforts.</b>		
Indicator	FY25	FY24
Number of policies, strategies, and/or plans supported by/contributed to by the GEI network	127	51
Number of M&E systems receiving GEI technical assistance	19	21

<sup>8</sup> Over the years of IEG's Client Survey, the positive responses for the indicator on the use of IEG reports to learn about factors important to the design of a specific lending/ non-lending operation have averaged around 32%. In analyzing this low result, IEG learned that many of the respondents were (i) not involved in design or supervision of an operation in recent times, (ii) were not in positions where engagement with IEG products were relevant, and/or (iii) had no opinion. In FY23, IEG added a new question on the usefulness of IEG products in the design or supervision of an operation, and focused on the respondents which had a view on the use of IEG products for operational design or supervision. When the relevant sub-sample is used, 85% engage with IEG products to learn about project design or supervision.

Number of countries undertaking government led evaluations (including sub-national)	1	1
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## 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	FY25 (actual)	Planned FY25 pipeline
Number of evaluations, including thematic evaluations and the annual RAP	7	8
Number of country program evaluations per year	5	6
IEG reviews and validates self-evaluations conducted by the WBG of its strategies and operations	100% ICRR 40% XPSR 51% PCR 100% PER 100% CLRV	100% ICRR 40% XPSR 51% PCR 100% PER 100% CLRV

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	FY25	FY24
Number of DGE statements sent to the Board	1	3
Number of Learning Engagements	0	1
Number of Evaluation Insight Notes (previously JIT notes and Synthesis reports)	1	2
Number of WBG learning events co-sponsored by IEG	65	66

EVALUATION CAPACITY DEVELOPMENT		
IEG contributes to the management and implementation of evaluation capacity development programs.		

	FY25	FY24
Percentage of participants that provide positive feedback on training relevance, quality and knowledge acquired	90%	91%
Number of trainings provided with global, regional, national or subnational reach	58	71
Number of people trained	2,938	5,394
Number of knowledge products (co-) created by GEI Network <sup>9</sup>	73	74
Number of users reached by GEI's Digital Media	0.96 million	1.3 million
Number of page views of GEI's external knowledge platform (BetterEvaluation)	1.5 million	1.8 million
Number of GLOCAL knowledge events held	372	367

### Tier 3: IEG Performance

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

<b>EVALUATION PLANNING</b>		
<b>IEG prepares its work program in consultation with key stakeholders and responds to their needs. IEG also delivers its work program in a resource efficient manner.</b>		
Indicator	FY25	FY24
Satisfaction with timeliness of IEG reports		
WBG Board	92%	83%
WBG Staff	79%	77%
Satisfaction with the relevance of evaluation reports		
WBG Board	100%	91%
WBG Staff	86%	84%
Satisfaction with the process of engagement on IEG evaluations		
WBG Board	100%	91%
WBG Staff	81%	76%
	FY25	3 yr average
IEG's budget as a percentage of WBG total administrative budget	0.89%	0.917%
Indicator	FY25	Target
% of evaluations delivered in Q4 of the fiscal year	33%	<25%
% of overall IEG budget overrun(+) / underrun(-)	-1.4%	±1-2%

<sup>9</sup> GEI network implies the Global team and 8 implementing partners

## CONTRIBUTION TO CORPORATE GOALS

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

Indicator	FY26 (Dec 2025)	Target
IEG Gender Balance Ratio	0.712	1.0
Indicator	Last survey (FY22)	3 yr average
IEG Inclusion Index from the WBG staff engagement survey <sup>10</sup>	64%	62%

## 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	FY25	3 yr avg
% of local consultants hired	11.6%	12.7%
	FY25	FY24
Satisfaction with overall quality of IEG products		
WBG Board	98%	88%
WBG Staff	85%	82%
Indicator	FY25	Target
Average time between approach paper and final delivery of evaluations	16 months	15 months

## EVALUATION CAPACITY DEVELOPMENT PERFORMANCE

IEG delivers on its evaluation capacity development mandate through collaborative approaches

Indicator	FY25	FY24
Expanded institutional, thematic, or geographic coverage of GEI work through new or existing partnerships	93	61

<sup>10</sup> The FY26 Staff Experience Survey results were not released at the time of the finalization of this report. Hence, the indicator shows the results from the last survey, in FY22.