



IEG
INDEPENDENT
EVALUATION GROUP

WORLD BANK GROUP
World Bank • IFC • MIGA

FY24

Work Program & Budget

FY25-26

Indicative Plan

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Abbreviations

AIMM	Anticipated Impact Monitoring and Measurement	M&E	Monitoring and Evaluation
CARICOM	Caribbean Community	MAR	Management Action Record
CCDR	Country Climate and Development Report	MFD	Mobilizing Finance for Development
CIF	Climate Investment Fund	MIC	Middle Income Countries
CLEAR	Centers for Learning on Evaluation and Results	MIGA	Multilateral Investment Guarantee Agency
CLRV	Completion and Learning Review Validation	MTR	Mid-Term Review
CODE	Committee on Development Effectiveness	NEC	National Evaluation Capacities
CPE	Country Program Evaluation	OPCS	Operations Policy and Country Services
CPF	Country Partnership Framework	PCR	Project Completion Report
DEI	Diversity, Equity, Inclusion	PER	Project Evaluation Report
DPO	Development Policy Operation	PPAR	Project Performance Assessment Report
ECD	Evaluation Capacity Development	PSW	Private Sector Window
ECG	Evaluation Cooperation Group	RAP	Results and Performance
EIN	Evaluation Insight Note	RBM	Results Based Management
ENAP	École nationale d'administration publique	REDD	Reducing Emissions from Deforestation and Forest Degradation
ESF	Environmental and Social Framework	SEAH	Sexual exploitation, abuse, and sexual harassment
FCV	Fragile, Conflict, and Violence	WB	World Bank
GBV	Gender Based Violence	WBG	World Bank Group
GIA	Group Internal Audit	WFA	World Bank Group Finance and Accounting
GPG	Global Public Goods	XPSR	Expanded Project Supervision Report
GRID	Green, Resilient, Inclusive Development		
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		
KM	Knowledge Management		

EXECUTIVE SUMMARY

Global development challenges have accelerated in recent years, as successive crises have slowed growth and increased poverty. The COVID-19 pandemic spurred the largest increase in global poverty in decades, which has been further exacerbated by the increasing effects of climate change, and Russia's invasion of Ukraine has further disrupted the availability of food and fuel. Governments already facing rising debt have found budgets stretched further by the response to these crises, as well as by rising interest rates.

Recognizing the complex and at times compounding challenges many of its client countries face, the World Bank Group (WBG) has moved swiftly to significantly expand its programs and resources on offer. Given the scarcity of development resources, it has become even more essential for the WBG to critically assess the relevance, efficiency, and efficacy of its interventions on development, including the WBG's ability to leverage its funding, improve coordination with other institutions, and support policy reforms which can lead to an acceleration of other funding sources.

The work program of the Independent Evaluation Group (IEG) is also evolving to be able to respond to these rapidly evolving global circumstances and WBG priorities. The proposed work program aims to strike a balance between keeping the WBG's long-term development agenda in focus, while ensuring that the work program is responsive to the shorter-term needs of the Board and WBG Management, such as discussions of the WBG evolution agenda. IEG's core work program continues to include project-level validation and evaluations, country evaluations, thematic evaluations, and corporate evaluations.

In addition, IEG has responded to requests from the Board and WBG Management for shorter, just-in-time knowledge on specific topics. IEG has also continued to work to adapt products to enhance their usefulness to WBG Management, such as the recent Country Program Evaluation (CPE), where CPEs are timed to provide inputs to upcoming Country Partnership Frameworks (CPFs); with the removal of ratings, the emphasis is now on lessons to be incorporated in CPFs.

Another example is IEG's work with WB Management to adapt evaluation ratings for countries that are affected by extraordinary FCV-related disruptions. IEG has also expanded and strengthened its Methods Advisory team, which has become a resource both for IEG and for other institutions, as its experts advise evaluation teams, train evaluators inside and outside the Bank group, and disseminate knowledge through its publication series.

IEG has been increasing its support for capacity development in monitoring and evaluation in client countries through its work with **the Global Evaluation Initiative (GEI)**. GEI now has 14 donor partners, and more than 20 associate partners who work on implementing and delivering programs. GEI also works through its Centers for Learning on Evaluation and Results (CLEAR) to help governments develop national monitoring and evaluation (M&E) plans and strategies, and carry out other activities to support the establishment and strengthening of the evaluation function in governments. GEI's programs have trained almost 3000 participants in FY23.

The External Review of IEG (concluded in October 2022) noted IEG's strong progress in implementing the recommendations from the

previous External Review in 2015, including, i) IEG's alignment with the WBG's twin goals and evolving strategic priorities; ii) IEG's adaptation of its synthesis work to provide just-in-time appraisals; iii) its emphasis on evaluations' learning dimensions; and iv) its increased work on capacity development. The review identified areas for further development that the incoming Director-General will consider in an upcoming action plan, to be developed in collaboration with the Board's Committee on Development Effectiveness (CODE) and WBG Management.

The results of the 2023 IEG Stakeholder survey indicate an increase in the positive perceptions of IEG alignment with the strategic priorities of the World Bank Group. The percentage of positive perceptions of alignment climbed above 90% for all groups of respondents - the Board, World Bank Group staff, and external stakeholders – from above 80% in the 2022 results.

There were similar increases across all groups in the positive perceptions of IEG influence. At 94%, Board respondents had the highest percentage of positive responses to questions on the alignment and influence of IEG. Perceptions of the quality of IEG reports also remain high

In FY24, IEG commits to deliver a total of 11 thematic evaluations, plus the Results and Performance Report (RAP), and 4-5 Country Program Evaluations. IEG will endeavor to remain flexible to optimize its responsiveness to requests from the Board and WBG management for just-in-time evidence and shorter assessments on emerging priorities throughout the fiscal year.

IEG's budget request for FY24 is \$41.4 million, which is consistent with the proposed IBRD/HQ structural increase of 3.4% plus 1% of real growth. As the WBG's work has grown, IEG's work has also grown. For example, the number of project level Implementation

Completion Reports (ICRs) coming for IEG review has increased by more than 20% over the last two years.

IEG will continue to maintain its budget at the same percentage relative to the WBG budget. IEG has been able to deliver more with flat budget in the last few years, through efficiency gains and prudent budget management. For example, staffing levels have been stable since 2018, while the ratio of GH+ level staff has decreased from 18% to the current level of 13%. IEG has also saved money through supplementing field missions with virtual missions and increased use of local consultants.

1. IEG's STRATEGIC DIRECTION

The World Bank Group (WBG) is preparing a new roadmap to address the multiple crises facing developing countries, including Russia's invasion of Ukraine and its effects on food and fuel prices, widespread and increasing fragility and conflict across the world, the impacts of the COVID-19 pandemic, and the effects of climate change. These crises threaten to set back progress towards the WBG goals of ending extreme poverty and increasing shared prosperity.

IEG has aligned its work program with the WBG crises response agenda while continuing its work on longer-term strategic priorities, including providing evidence to support the Board in executing its accountability role.

The FY24-26 work program of the Independent Evaluation Group (IEG) is anchored in the long-term strategic priorities laid out in the IDA20 Policy Commitments, the Capital Increase Package, and the Forward Look, as reflected in IEG's 6 work streams^[1] and 2 cross-cutting themes^[2]. As the WBG must address the effects of crises, IEG has likewise adjusted its program, with increased work in areas such as climate change, food security, extractives, pandemic preparedness, and fragile, conflict and violence (FCV).

The need to increase funding from private sector or domestic resources to complement the traditional aid channels had led to more work on Maximizing Finance for Development. IEG also maintains strong programs in the core development areas of Human Capital, Gender, Jobs, Growth and Shared Prosperity. In addition, as aid efficiency

becomes more critical, IEG evolves its work in the two cross-cutting themes Governance and Institutions, and Corporate Effectiveness.

While IEG conducts its core work through traditional, ex-post evaluation of the development effectiveness of WBG operations, IEG recognizes the Board's and WBG Management's increased and explicit need for just-in-time knowledge on specific topics. IEG therefore aims to build in a degree of flexibility into its work program to respond to emerging priorities – for example, in FY23 IEG delivered two rapid evaluations on the WBG's response to COVID and has provided three summary notes at the request of the Steering Committee of the Board, to inform the Board's and WBG Management's discussion on the WBG Evolution Roadmap. In FY24, IEG anticipates additional such requests.

^[1] IEG's Work Streams are: Gender; FCV; Climate Change and Environmental Sustainability; Maximizing Finance for Development; Human Capital; and Jobs, Growth, and Shared Prosperity.

^[2] Cross-cutting themes: Corporate Effectiveness; and Governance and Institutions

2. IEG's FY24-26 WORK PROGRAM

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

A. Strategic Framework

Since FY20, IEG has structured its work program within a strategic framework encompassing key strategic priorities of the World Bank Group (See Figure 1). The six work streams and three cross cutting themes are well aligned with the priorities defined in the IBRD and IFC capital increase package commitments, the Forward Look, IDA themes, and IFC 3.0. In FY24, IEG will reevaluate the framework to adjust it to the evolving context, including strategic priorities laid out by the upcoming Evolution Roadmap of the WBG.

A. Strategic Framework

B. Selection Drivers

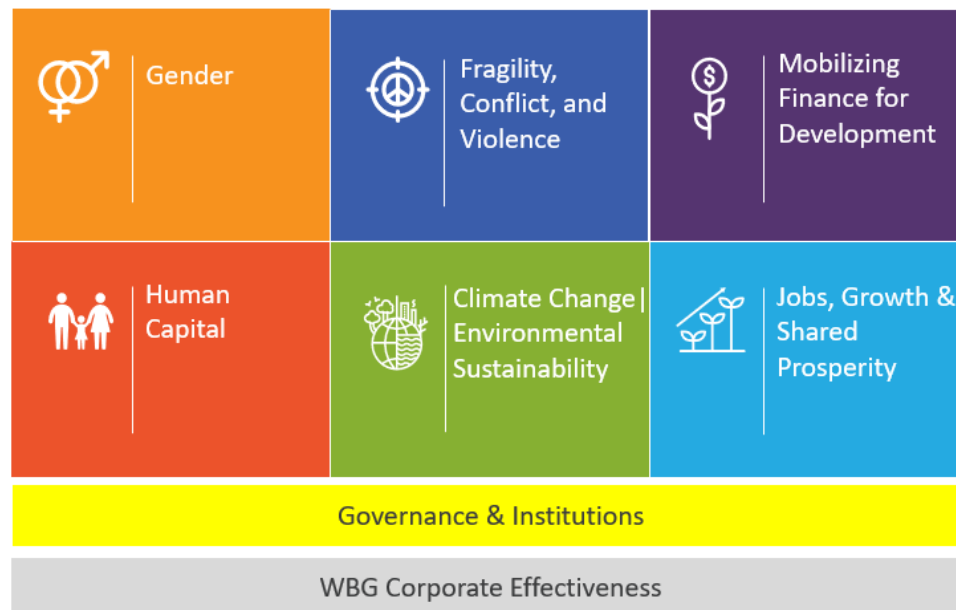
C. Thematic Direction of IEG's Work Program

D. Proposed FY24-26 Evaluations

E. Shorter Assessments

F. Micro Products

Figure 1: IEG Work Streams and Cross Cutting Themes

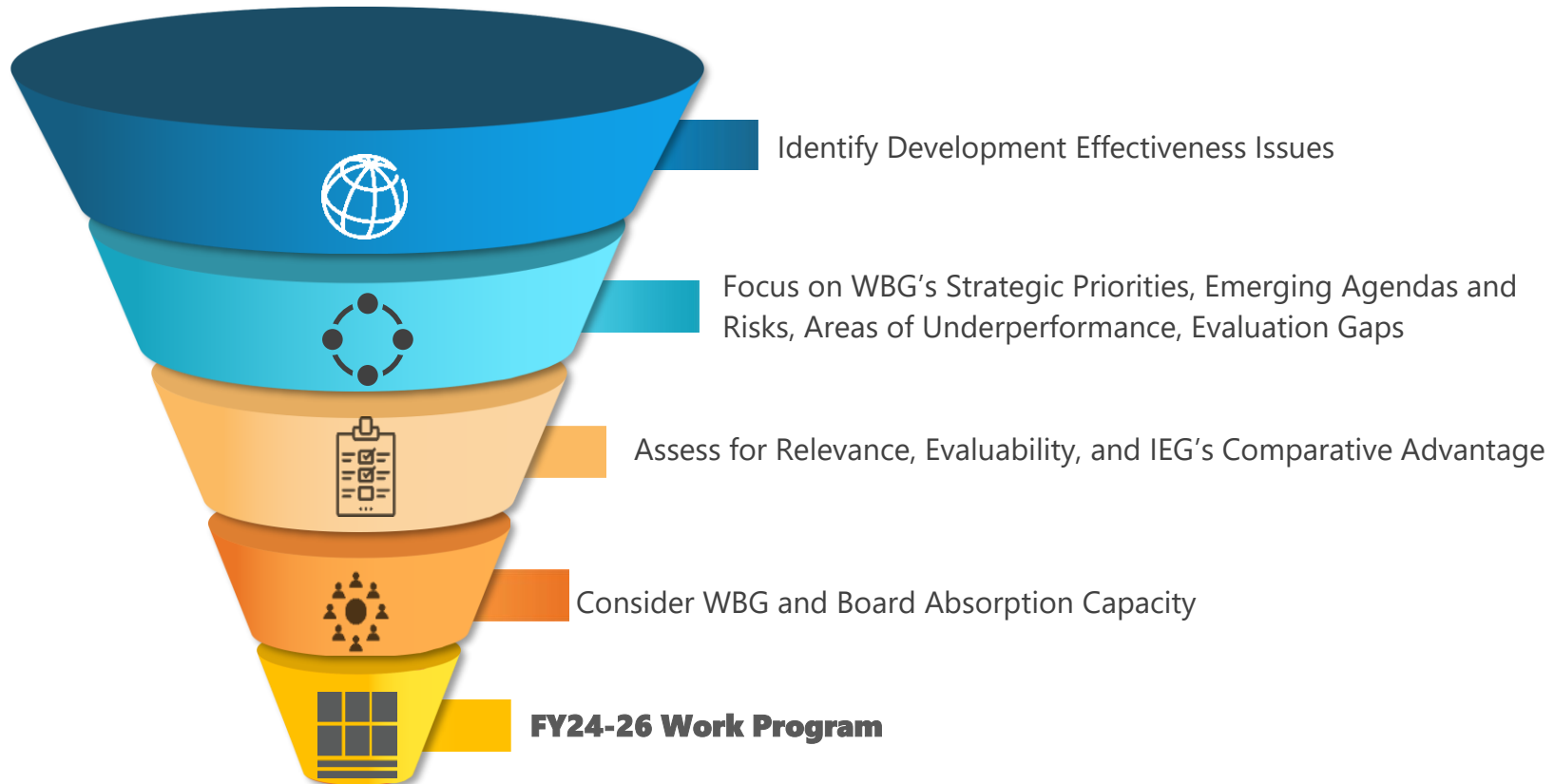


B. Selection Drivers

IEG's work program pays special attention to today's pressing development issues and builds on the selection drivers used in previous years (Figure 2). The selection of evaluation topics is also based on the level of urgency and timeliness to feed into institutional strategies, mid-term reviews, global events, etc. From the large universe of development issues, IEG narrows its focus in a series of steps, taking into consideration factors such as WBG strategic priorities, alignment with IEG's mandate, and Board and WBG Management interest and absorptive capacity.

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

Figure 2: IEG Selection Drivers



C. Thematic Direction of IEG's Work Program

IEG is reshaping its work program to move away from “one-off topics”, towards deepening the understanding of where the WBG can improve to achieve greater development outcomes. The proposed evaluations in each work stream and cross-cutting area build on earlier IEG evaluations, with an intent to identify questions on development effectiveness. While IEG provides outcome ratings of individual WBG projects (in ICRR and XPSR outcome ratings), the institution's long-term development success and impact is not the aggregate of project ratings, but the sustainability of development outcomes. Hence, there may be tradeoffs between seeking “quick wins” which deliver short-term results, versus investing in long, difficult, transformational changes. The goal of IEG will be to use complementary evaluations which build on each other to draw out larger lessons. This section discusses how the current and planned evaluations reflect the overarching themes in IEG's work program. Several evaluations support multiple themes (see also Annex C).

Climate Change

Climate change is an increasingly urgent area of work for the World Bank Group. The effects of climate change have had a marked impact on all countries, as the increase in extreme weather events and rising seawaters have damaged and destroyed infrastructure, homes, farmland, businesses, and other means for people to earn their living.

The WBG has rolled out its Green, Resilient, and Inclusive Development (GRID) Framework, including requiring all borrowers to conduct Country Climate and Development Reports (CCDRs) to ensure that country strategies incorporate climate-related issues. In addition, starting FY24, all WBG projects will be aligned with the

Paris Climate Agreement. Commensurately, IEG has gradually increased its evaluative work on climate change, with evaluations on Agri-Food Economies (FY22), Disaster Risk Reduction (FY22), and Energy Efficiency (FY23) delivered within the last 12 months. By the end of FY23, IEG will also deliver an evaluation on Enabling Private Sector Participation in Climate Action. These evaluations explored the themes of climate mitigation, adaptation, and resilience.

Going forward, IEG's work program will focus and expand attention on the WBG's climate work. The Blue Economy (FY24) focuses on the protection and development of ocean resources. In addition, IEG will carry out evaluations on the use and management of water as a valuable and scarce resources critical for many sectors of the economy, including: i) clean water and sanitation (including sufficient access in schools, workplaces, and public buildings); ii) irrigation (critical due to the increased prevalence of drought); iii) preservation of wetlands; iv) hydropower; v) use of water in manufacturing, extractives, tourism, and other income-generating activities; and vi) waterways for transport. River basin management and waterways management are also complicated by the cross-border nature of waterways. Many of these development objectives are often at cross-purposes, as the diversion of water resources for power generation, irrigation, and income-generating investments affects water access for the poor and marginalized, and for preservation of biodiversity and other ecological needs. This complex set of issues will be explored in a series of evaluations on Water Resource Management (proposed for FY25 and the FY27+ long list).

The theme of water use also ties in with other climate-related evaluations such as Biodiversity/Reducing Emissions from Deforestation and Forest Degradation (REDD+), proposed for FY25, which includes the protection of wetlands and rainforests, as well as the effects of greenhouse gas emissions on biodiversity and overall

climate change. Food Security (FY26) will look at not only the effects of climate on food security (extreme weather, drought), but also how food security efforts affect the climate (use of pesticides, fertilizer, diversion of water resources for irrigation), and how food security is affected by fragile and conflict situations (FCS). The proposed Extractives (FY26) evaluation will review not only carbon extractives, but also other minerals, including the environmental effects of mining on land, air, and water pollution, as well as the water-intensity use intensity of some extractives. It will also have strong FCV and Governance foci, as the issue of royalties in poor, resource-rich, countries is explored. In addition, an evaluation on global public goods (GPGs) in middle-income countries (MICs) is included in the long list for FY27+.

Gender

IEG consistently produces evaluations that analyze the results, at the corporate/strategic level, of the WBG gender work. The ongoing Gender Strategy evaluation (FY24) is expanding on the findings of the Gender Mid-Term Review (MTR), delivered in FY21, by assessing the results achieved by the Gender Strategy (while the MTR had focused on processes). A stream of IEG evaluative work over the past decade¹ reflect IEG's attention on WBG's gender commitments. This focus continues with the assessment of the GBV/SEAH (Gender-based violence/Sexual exploitation, abuse, and sexual harassment) action plan as part of the FY25 evaluation on the WB's Environmental and Social Framework (ESF), as well as the evaluation on Gender Inequality in Jobs and Income (FY26).

The IEG evaluative work on gender is using a two-pronged approach. First, it delivers "stand-alone gender reports" that analyze WBG support to help countries address specific gender inequalities (for example, the FY23 Gender Inequalities in FCV evaluation). Second, it aims to ensure that a gender lens is used in evaluating subjects that demand it, and in IEG's CPEs when appropriate based on the evaluation questions. Recent examples are the WBG Support to Aging Countries evaluation (FY21), which highlighted the multiple sources of gender inequality in aging societies; the World Bank's Support to Addressing COVID-19 – Health and Social Response (FY23), which assessed the WB preparedness to help protect women and girls from the shock of the COVID-19 crisis across countries; and the Child Undernutrition evaluation (FY22), which assessed the role of gender norms in defining decision-making and nutrition outcomes). CPEs discussing country-specific gender inequalities are Chad (FY22), Mozambique (FY23), and Papua New Guinea (FY24).

IEG's gender-focused work is increasingly driven by: i) an attention to explore how the WBG has contributed to decrease gender gaps under the four pillars of the Gender Strategy: in human endowments (COVID-19 Health and Social Response evaluation; Adaptive Social Protection evaluation (FY25), jobs (IDA Support to Jobs evaluation, FY24), asset control and ownership (Financial Inclusion evaluation, FY23), and voice and agency (Gender Inequalities in FCV evaluation); ii) a greater focus on the role of gender norms and institutions (the Child Undernutrition evaluation; the Gender Inequalities in FCV evaluation); and, iii) an increasing emphasis on the country engagement approach as the entry point to define priorities for the

¹ For example: The 2010 Evaluation of World Bank Support to Gender and Development 2002-08; the Gender focus of the RAP 2015; the 2019 IDA Synthesis Report - Learning from IDA Experience.

gender agenda (Gender MTR; Gender Strategy Evaluation; Gender Inequalities in FCV evaluation; various CPEs).

Fragility, Conflict & 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 help address the drivers and impacts of conflict, strengthening their resilience, especially for the most vulnerable and marginalized populations.

IEG will help address the knowledge gaps on what works in FCV environments and under what circumstances. In addition to the proposed evaluation on the FCV Strategy (FY25), IEG will also carry out an evaluation on Credit Lines and Support to MSMEs in FCV (FY26). FCV is a major theme in other evaluations, including Gender Inequalities in FCV, Extractives, Food Security, and CPEs (Ethiopia, Somalia, Madagascar). The long list for FY27+ includes a proposed evaluation on Development Policy Operations (DPOs) in FCV.

Mobilizing Finance for Development

The WBG adopted the Mobilizing Finance for Development (MFD) approach to leverage the private sector in ways that optimize the use of scarce public resources.

This approach is critical for the WBG to reach its twin goals by 2030. IEG will help the WBG understand how it can further enhance its effectiveness in channeling private sector resources for development. Evaluations such as the Cascade (FY24) and the IDA-Private Sector Window (PSW) update (FY24) will assess how the WBG can better leverage synergies within the WBG to increase investment in development. The Private Capital Facilitation evaluation (FY25) will cover the topics of Private Capital Enabling (PCE), Private Capital Mobilization (PCM), and Foreign Direct Investment (FDI). Future evaluations will include the IFC Equity Approach (FY26) and Domestic Debt Mobilization (FY27+ long list).

Human Capital

Protecting and investing in people remains a critical part of the WBG work to end poverty, and IEG's recent and upcoming evaluations related to supporting human capital include the World Bank's Support to Addressing COVID-19 – Health and Social Response (FY23), Confronting the Learning Crisis (FY24), and Adaptive Social Protection (FY25). The WBG's work on COVID-19 response helped identify areas where greater attention is needed in health services. IEG will first look at the gaps in local health systems in its proposed FY25 evaluation on Local Health Systems and Service Delivery, which will help inform the upcoming evaluation work on Pandemic Preparedness (FY26). Since many serious infectious diseases (Swine Flu, Avian Flu, COVID-19) have been zoonotic diseases, the evaluation on Pandemic Preparedness has been expanded to cover One Health as well.

Negative health outcomes were not the only Human Capital issues which were exacerbated by the COVID-19 pandemic. IEG is also conducting evaluations on education (Confronting the Learning

Crisis, and Adaptive Social Protection. In FY27+, IEG will look at the issue of “Last Mile” delivery issues in HDN, including health, education, and social protection.

Jobs, Growth and Shared Prosperity

The WBG’s mission is more urgent than ever as extreme poverty remains at over 700 million people and income growth is insufficient to achieve shared prosperity. Among its priorities, the WBG must work towards fostering growth and creating jobs to support countries to move out of poverty and increased shared prosperity.

Evaluations include IDA Support to Jobs; IFC Digital Technology (FY25), Financial Sustainability in Infrastructure SOEs (FY26), and Firm Support and Restructuring in Crisis (FY27+ long list). The evaluation on Credit Lines to MSMEs in FCV countries will also reflect this theme.

Shared Prosperity is also an important goal. Several evaluations look at inclusion and access, including Financial Inclusion, Universal Digital Inclusion and Usage (FY24), Electricity Access and Reliability Update (FY25), and Service Delivery to Marginalized Communities in MICs (FY26).

Governance and Institutions

With increased fragility, extreme pressure on resources, and rapidly evolving large-scale service delivery needs, the ability of governments to respond to governance challenges, especially in the wake of the COVID-19 pandemic, is stretched in unprecedented ways.

Governance and Institutions has been made a special theme in the

IDA 18, 19, and 20 replenishments, and IEG’s focus on this cross-cutting theme is to generate lessons to inform the WBG’s work in supporting countries to build capable, efficient, open, inclusive, and accountable institutions.

IEG will deliver an evaluation on Public Institutions for Transparency and Accountability (FY24), as well as an evaluation on GovTech (FY26). Governance will also be an important theme in numerous other evaluations, including the WB Procurement Framework for IPF (FY25), Extractives and Food Security.

Corporate Effectiveness

An important part of IEG’s work program delivers evaluations of the effectiveness of corporate strategies and programs. Upcoming evaluations planned in FY24 and FY25 are IFC Country Diagnostics & Strategies (FY24), Validation of WBG Capital Package (FY24), IFC Global Platforms (FY24), Cascade, WB Procurement Frameworks for IPF; WB Environmental and Social Framework, and Operational Knowledge 1 (FY25).

Given that Knowledge is such a large part of WBG work (approximately three times as many knowledge products as financing products are delivered each year), IEG expects the evaluation on Operational Knowledge to span at least two evaluations. In addition, IEG has provided several short notes to help inform the WBG Evolution Roadmap discussions, and will provide additional notes during the process as requested.

D. Proposed FY24-26 Evaluations

The proposed evaluations for FY24-26 are outlined in Table 1. The identification, selection, and proposed timeframe of the evaluations in the table have been discussed in detail with IEG's main stakeholders, including CODE, WBG management, and IEG staff. Annex A includes further details on each of the topics proposed in FY24 and FY25 including their strategic relevance, the learning needs that they aim to address, and the potential scope. In view of the extraordinary circumstance in which the WBG is currently operating, IEG is calibrating its work program to provide evidence to inform both short-term and longer-term agenda, while seeking to match the Board's and Management's absorptive capacity.

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

To complement its traditional, ex-post evaluation work, IEG recognizes it must also quickly surface more lessons to inform situations that require swift WBG action. Rapid analytical work based on existing evidence can identify insights useful to these actions. IEG has provided such quick assessments in FY23, in the form of summary notes to inform specific Board discussions on the WBG Evolution Roadmap. Similar "just-in-time notes" were delivered upon request in previous years to inform decisions and discussions on the WBG's COVID-19 Crisis Response, the advanced IDA20 replenishment deliberations, and other more focused initiatives, for example on improving educational quality and learning outcomes in Sub-Saharan Africa. In addition, IEG evidence was referenced in the







proposed WBG roadmap for responding to the global impacts following Russia's invasion of Ukraine.

In FY24, IEG commits to deliver a total of 11 thematic evaluations, plus the Results and Performance Report (RAP), and 4-5 Country Program Evaluations (CPEs). IEG will endeavor to remain flexible to optimize its responsiveness to requests from the Board and WBG management for just-in-time evidence and shorter assessments on emerging priorities throughout the fiscal year. For example, IEG has accelerated work on the Capital Increase Package Validation, and will bring forward the evaluations on IDA Private Sector Window, and IDA Support to Jobs, to inform the IDA mid-term review discussions in December 2023. In addition, as mentioned above, IEG is following the WBG Evolution Roadmap discussions closely and will respond to requests for relevant IEG evidence as needed.

Results and Performance 2023 (RAP 2023)

This year's assessment of the Results and Performance of the World Bank Group (RAP 2023) will analyze the achievement of project objectives through validated ratings and will cover the World Bank investment lending, IFC investment and MIGA guarantee operations. While ensuring continuity of work done in previous RAPs, RAP 2023 aims to deepen the inquiries on performance of Bank Group projects in achieving different types of outcomes, and their linkages with performance ratings. Finally, RAP 2023 intends to examine the factors affecting Bank Group projects' implementation and performance under the COVID-19 pandemic context.

Table 1: IEG Work Program FY24-26 with FY27+ long list

Work Streams	FY24 (ongoing)	FY25 (proposal)	FY26 (tentative)	FY27+ (long list)
 Climate Change, Environmental Sustainability	Blue Economy (WB)	Water Resource Management 1 Biodiversity/REDD+	Extractives Food Security	Water Resource Management 2 GPGs in MICs
 Gender	Gender Strategy		Gender Inequality in Jobs and Income	
 Fragility, Conflict, Violence		FCV Strategy	Credit Line Support to MSMEs in FCV	DPOs in FCV
 Mobilizing Finance for Development	Cascade IDA-PSW Update	Private Capital Facilitation	IFC Equity Approach	Domestic Debt
 Human Capital	Learning Crisis (WB)	Adaptive Social Protection (WB) Local Health Systems (WB+IFC)	Pandemic Preparedness/One Health	HDN Last Mile Services
 Jobs, Growth, Shared Prosperity	Universal Digital Inclusion and Usage IDA Support to Jobs	Electricity Access and Reliability Update IFC Digital Technology	Financial Sustainability in Infrastructure SOEs Service Delivery to Marginalized Communities in MICs	Firm Support and Restructuring in Crisis

FY24-25 evaluations have defined scope – if not specified, the evaluation will cover all three WBG institutions.

Table 1 continued: IEG Work Program FY24-26 with FY27+ long list

Cross-cutting themes	FY24 (ongoing)	FY25 (proposal)	FY26 (tentative)	FY27+ (long list)
Governance & Institutions	Public Institutions for Transparency and Accountability (WB)		Gov Tech	
WBG Corporate Effectiveness	RAP 2023 and MAR Validation 2023 Capital Increase Package Validation (WB+IFC) IFC Global Platforms IFC Country Diagnostics and Strategies <i>WBG Evolution Roadmap Notes (including PforR and MPA)</i>	RAP 2024 and MAR Validation 2024 WB ESF (including GBV action plan) IFC/MIGA Sustainability Framework Operational Knowledge 1 (WB) Procurement Frameworks for IPF (WB)	RAP 2025 and MAR Validation 2025 Operational Knowledge 2	RAP 2026 and MAR Validation 2026 IFC Upstream, Investment and Advisory Services Strategic Deployment COVID-19 Response AIMM & Impact (IFC)
Country Program Evaluations	Somalia Tanzania Ecuador Georgia Papua New Guinea	Ethiopia Nepal Indonesia Ghana	Democratic Republic of Congo Dominican Republic +2	3-4per FY

FY24-25 evaluations have defined scope – if not specified, the evaluation will cover all three WBG institutions.

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 10 years, and the extent to which the Bank Group has adapted its support to changing circumstances, shocks, evolving country priorities, and learning from experience. In FY22, IEG adopted a new approach to CPEs to enhance the operational relevance and strengthen IEG's ability to draw meaningful lessons to inform future country engagements. This new CPE approach is focused on a dynamic assessment and higher-level strategic questions relevant to each country.

IEG aims to start and deliver four CPEs per year on average over the medium term. IEG expects to deliver CPEs on Papua New Guinea, Tanzania, Somalia, Georgia, and Ecuador in FY24. The pipeline for FY25 includes Ethiopia, Nepal, Indonesia, and Ghana.

Selection of CPEs will be driven by

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

E. Shorter Assessments

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

Evaluation Insight Notes

In FY22, IEG launched a new product, Evaluation Insight Notes (EINs), to enhance the learning value from its existing body of knowledge. EINs are a flexible instrument, aimed at timely synthesis of existing knowledge generated by IEG over many years—from validation products, project evaluations, and thematic evaluations—to respond to current issues. IEG can use data science methods to facilitate deeper and wider evidence gathering for these products. Topics for EINs may surface through IEG's regular work program consultations, be requested by Management or the Board, or address a need identified by IEG.

In FY23 to date, IEG has delivered 3 EINs, please see next page for summaries. Additional EINs to be delivered in FY23-24 include:

- WB Institutional Development Efforts in Sub-Saharan Africa
- WB Efforts in Countries' Fertility Transition
- Diversifying Food Production Towards Healthy and Nutritious Products (Food Security)
- DPOs Fostering Private Sector Development in IDA Countries
- Project Implementation Units in World Bank Operations
- Lessons for Improving Educational Quality and Learning Outcomes in Sub-Saharan Africa
- M&E in Human Development Projects
- E&S Risk Management in Development Policy Operations

EVALUATION INSIGHT NOTES DELIVERED IN FY23

DOMESTIC REVENUE MOBILIZATION

Domestic revenue mobilization (DRM) has become an increasingly important part of international and country-level policy agendas. The EIN draws insights from World Bank projects and operations supporting DRM through a detailed review of six IEG Project Performance Assessment Reports (PPARs), by synthesizing key issues that affected each project's ability to sustain results. Interventions covered include four development policy operations (DPOs), one technical assistance loan, and one specific investment loan (now called investment project financing). Most of the operations sought to address issues beyond DRM and, in these cases, only DRM-relevant aspects were assessed in the EIN.

The EIN found that the reviewed operations had disappointing results in relation to DRM at the time of closing, and these were eroded by policy reversals over time. Political economy constraints were generally identified and analyzed at the time of approval and, for the most part, reasonable mitigation measures were identified ex ante; however, tax reforms were still derailed. Prior actions in development policy operations often benefited from being paired with investment projects or technical support from development partners. While coordinating with development partners was often discussed in project documents, in just a few cases was there extensive coordination, with mixed results. Results frameworks to track progress on DRM were often not well articulated, sometimes missing baseline or targets, or overly optimistic, or lacking clear results chains.

TRANSPORT DECARBONIZATION

The EIN assesses how the World Bank has approached transport decarbonization. Through a review of existing evidence it provides four main insights into the current patterns of World Bank work on transport decarbonization, namely: i) the World Bank has steadily increased the number of projects with decarbonization content, especially in low-income countries, and has recently put together a strong knowledge base on transport decarbonization; ii) transport decarbonization in World Bank lending remains timid against the needed contributions to the Climate Change Action Plan; iii) country-specific decarbonization diagnostics and analytical work has been limited, and transport decarbonization seldom makes it onto the World Bank's strategic country agenda, and; iv) the World Bank has rarely measured transport decarbonization directly.

The EIN also identifies a range of potential actions to exploit opportunities for transport decarbonization, which among others include to do more to support sustainable transport subsectors, use DPL prior actions to support transport decarbonization policies and reforms, include more substantial decarbonization content in all road projects, ensure that decarbonization claims are not overstated, carry out more country-specific transport decarbonization diagnostics and analytical work and use country strategies to elevate the transport decarbonization agenda, and include decarbonization objectives in projects and invest in better data and measurement.

INDIGENOUS PEOPLES

The EIN synthesizes evidence and findings from select IEG PPARs, ICRRs, WBG analytical reports, and academic literature, to identify lessons for working with Indigenous peoples who live in poverty. The failure to understand and consider cultural differences limits how the differing needs of Indigenous peoples could be effectively addressed, and state policy often overlooks the needs of Indigenous peoples and discounts the significance of Indigenous peoples' own cultures, beliefs, and value systems.

The EIN draws five main insights: i) ethnographic studies are useful in tailoring intervention design to the specific contexts of Indigenous peoples; ii) members of Indigenous communities can be effective in connecting communities with service delivery, but keeping them engaged requires sustained commitment; iii) adapting the supply of services for remote settings can be effective in improving their reach to Indigenous peoples; iv) providing financial assistance to Indigenous peoples can promote the use of services; and v) the lack of disaggregated data and impact evaluation hinders the tracking of outcomes for Indigenous peoples, limiting opportunities to adapt future interventions.

Learning Engagements

In FY24, IEG will continue to deliver learning engagements (LE). LEs are collaborative initiatives between IEG and WBG staff designed to maximize learning from existing evidence on a well-defined operational issue. They allow for early course correction by identifying and filling knowledge gaps. LEs are initiated throughout the year, based on demand; strategically important engagements may be planned to respond to specific requests from WBG Management and the Board. LE outputs come in different formats and are not publicly disclosed. See Annex D for a list of recent LEs.

F. Microproducts

IEG plans to continue delivering its validations based on existing coverage rates. Validations of WB, IFC, and MIGA self-evaluation reports will continue to be covered in the same rates as in previous years (see Table 2). With an increased lending volume during the COVID-19 pandemic, the expected number of ICRs to be sent for IEG validation in FY23 and FY24 will increase by about 30 per FY (from 240 in previous years to 270). Following recommendations of IEG's microproduct review to increase the use value of PPARs, the pipeline will be determined based on a strategic sampling approach to ensure PPARs are anchored in thematic evaluation topics or lend themselves to a clustered approach to draw insights from a range of projects with certain commonalities. Cluster PPARs comprise a set of underlying PPARs on a specific theme, where the findings in each underlying study are aggregated into a chapeau report. In FY23, IEG has started work on cluster PPARs covering World Bank operations on i) Agriculture Technology, ii) Marine Spatial Planning, and iii) Electricity Transmission. IEG are also conducting a cluster PPAR covering IFC investments on Health Sector and Life Sciences, for which the summarizing chapeau report will be delivered in FY24.

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

Product	FY21 (actual)		FY22 (actual)		FY23 (estimation)		FY24 (projection)	
	Coverage	Count	Coverage	Count	Coverage	Count	Coverage	Count
ICRRs	100%	220	100%	240	100%	270	100%	270
XPSRs	40%	74	40%	88	40%	90	40%	90
PCRs	>51%	91	>51%	70	>51%	80	51%	100
PERs	100%	10	100%	12	100%	12	100%	20
CLRVs ²	100%	8	100%	30	100%	20	100%	17
WB PPARs	12%	28	14%	33	TBD	9	TBD	14
IFC/MIGA PPARs	-	5	-	1*	-	5	-	1*

* The number represents the chapeau cluster report based on the underlying PPARs delivered in the previous fiscal year.

² The name of this product has been changed from Completion and Learning Review Review (CLRR) to Completion and Learning Review Validation (CLRV). No changes have been made to the substance, format, or process of the report. Following the Country Engagement Guidance of July 1, 2021, CLRVs are conducted earlier in the cycle of Country Partnership Frameworks (CPF), to allow CLRVs to inform the preparation of CPFs. Final CLRVs are delivered to the relevant Region upon completion, and delivered to the Board in time for its consideration of new CPFs. The number reported in the table shows the count of CLRVs delivered to the Regions.

3. FY23 REVIEW

In FY23, IEG welcomed the findings of the External Review of IEG, which noted IEG’s positive trajectory since the last review in 2015. Some steps to address the recommendations have been taken in FY23, as outlined in this report, with an action plan to be developed in FY24. During the year, IEG continued to innovate and optimize its work and processes to ensure timely delivery and high quality of all its outputs. The IEG Stakeholder Survey 2023 was finalized in April, showing positive perceptions among respondents on IEG’s alignment with WBG goals and IEG’s influence.

A. External Review of IEG

A. External Review of IEG

The External Review of IEG was commissioned by the Committee on Development Effectiveness (CODE) in FY22 and concluded in October 2022. The review acknowledges IEG’s progress since the last review in FY15, notably on IEG’s alignment with the WBG’s twin goals and evolving strategic priorities, through for example: the development of its work stream framework that provides continuity while allowing for flexibility; adaptation of its synthesis work to provide just-in-time appraisals; and an emphasis on evaluation’s learning dimensions to promote and enable better learning uptake in the WBG through more dialogue and collaborative engagements. The review also recognizes IEG’s ability to adapt in the wake of emerging crises such as the COVID-19 pandemic and Russia’s invasion of Ukraine. In addition, the recent – and to some extent still ongoing – reform of the Management Action Record (MAR) process is seen as decisive in improving Management’s accountability for the implementation of IEG recommendations.

B. Self-Evaluation Reform

C. Methodological Innovation

D. Management Action Record

E. Interim Guidance for Evaluation in Extraordinary FCV Contexts

F. Improving Evaluation on DPOs

G. Data, Knowledge Management, and Communications

H. IEG Stakeholder Survey 2023

The review provides a total of 55 recommendations, organized into six overarching recommendations and five sets of deep dive areas, with actionable measures to be considered – separately and/or jointly – by IEG, CODE/Board, and WBG Management. The review’s six overarching recommendations are presented in Box 1.

While IEG has made strides on some of these recommendations, a dedicated action plan will be prepared in FY24 to address the review’s recommendations directed at IEG to further strengthen IEG’s value add for the WBG and its role as global leader in evaluation. See section B below and Chapter 5 on the Global Evaluation Initiative for examples of initial work by IEG in FY23 to implement the review’s recommendations.

- ◆ *CODE should strengthen its capacity to steer the WBG evaluation system.*
- ◆ *The WBG should give visibility and allocate resources to the learning dimension of evaluations.*
- ◆ *IEG, IFC, and MIGA should improve their collaboration and foster an evaluation culture.*
- ◆ *The Board should define IEG's role in assessing the WBG's strategic shifts and its response to crisis.*
- ◆ *Support the movement toward the outcome orientation of WBG country frameworks and their evaluations.*
- ◆ *IEG should continue promoting evaluation capacity development in developing countries and learn from this engagement.*

B. IFC Self-Evaluation Evolution

In response to the recommendations from the micro product review undertaken by IEG in FY21 and the External Review of IEG (mentioned above), IFC management and IEG have engaged in discussions to enhance the value of self-evaluation activities of investment projects with particular emphasis on promoting learning and alignment with the Anticipated Impact Measurement and Monitoring (AIMM) framework. After an internal reflection by IFC's

management on the value and their ownership of self-evaluation, a joint working group between IFC and IEG was established in Q2 FY23, led by IFC with discussions taking place in Q3 and Q4 FY23. The discussions covered the overall self-evaluation architecture as well as the specific proposal developed by the IFC team. IFC and IEG plan to continue working closely together on the proposal, to pilot and implement the new self-evaluation framework in FY24.

C. Methodological Innovation

After several years of spearheading experimentation with a range of methodologies and data science applications, IEG Methods Team is consolidating the acquired knowledge and experience to promote a fit-for-purpose approach to methodological innovation. In practice, this has been translated into a two-pronged approach.

First, innovations that have been tested, replicated, and refined for fit and efficiency are being mainstreamed across IEG's evaluations (for example, semi-automatic portfolio identification for thematic evaluations, contribution analysis and geospatial analysis in CPEs). In FY23, to support this scale-up, IEG has invested in expanding its user-centered data platforms (e.g., the DataHub) as well as in developing Job Aids, Clinics, formal trainings customized methods workshops to enhance data science literacy and uptake by evaluation teams. IEG has also strengthened its specialized expertise in data science by formalizing its Data Science Community of Practice, led by the Methods Team, comprising a mix of TTLs and analysts from across IEG units.

Second, IEG continues to experiment with cutting-edge methods and data science applications, testing whether they are or not fit for independent evaluation purposes. For example, in FY23, IEG has experimented with various applications of Natural Language

Processes for a range of ‘text as data’ (e.g., media data, interview transcripts, web-scraped data). IEG also experimented with rigorous theory-based impact evaluation techniques, such as Process Tracing, to evaluate the Bank’s knowledge work.

IEG’s methodological expertise is well recognized. Its Methods Paper series are the most frequently downloaded IEG reports. In addition, IEG Methods experts have been asked to deliver training (including through the GEI initiative), present at conferences, and participate in panels, to audiences at other MDBs, conferences, aid agencies, governments, universities, and within the World Bank. A partial list

Box 2: Examples of Presentations and Events where IEG Methods Team participated in FY23

- The Asian Development Bank: Text Analytics
- The Agence Française de Développement: Impact Evaluation
- EBRD: Artificial Intelligence
- OECD-DAC Evalnet: Responsible Evaluation
- The European Evaluation Society biannual conference: keynote speaker “Institutionalization of Evaluations systems;” “Machine learning”; and “Case-based evaluation designs”
- African Development Bank – Independent Evaluation; “Building Complexity into Development Evaluation”
- UNICEF East-Asia evaluation staff: “Theory-based Evaluation”
- Presented at Consortium of Universities for Global Health on COVID-19 Health and Social Response Evaluation
- Evaluation Coordination Group: ECG Strategic Directions; “Opportunities and challenges in the use of data science applications; ‘Using rigorous theory-based causal analysis to assess ASA”

Box 2 continued: Examples of Presentations and Events where IEG Methods Team participated in FY23

- National Evaluation Capacities Conference: “Theory-Based Evaluation in Practice”, “Text analysis and synthesis”; and “Covid-19 Response and Recovery: Evaluating National Interventions”
- Finland Ministry of Foreign Affairs; Evaluation Day keynote presentation: “The benefits and challenges of using data science applications in evaluation: lessons from IEG’s experience”
- Government of Jamaica: “Using Program Theory in Evaluation”
- National School of Government, Republic of South Africa: “Evaluating Training programs in the context of the GEI”.
- University of Antwerp, Institute of Development Policy and Management: “Using Mixed Methods in Evaluation”
- University of Wisconsin, Madison: “Evaluation Functions in International Development”
- George Washington University, “The Future of Evaluation.”
- Asian Evaluation Week: “Geospatial 2.0? Advances in the use of imagery data for evaluation”
- International Program for Development Evaluation Training (IPDET): “Essentials of Theory-Based Evaluation”
- Climate Investment Fund: Responsible evaluation
- WB HNP in Ethiopia, South Sudan, Tanzania, Zambia, Zimbabwe, and Malawi: “Principles of interviewing”

D. Management Action Record (MAR)

IEG and WBG Management continued their collaborative engagement on the MAR and have enhanced the process. A refined assessment framework has been implemented that transparently outlines expectations on recommendations by IEG and WBG management. The framework enables IEG to specifically outline anticipated actions and outputs to move towards changes intended by recommendations. The framework also enables reporting on where progress is constrained towards a recommendation. WBG management building on this framework has introduced an updated template and report format to consolidate and highlight the use of good evidence across the MAR. Furthermore, IEG and WBG Management have established a shared language on the retirement criteria to be used in the MAR's assessment process. Through these enhancements the MAR supports forward looking accountability, learning and adaptations linked to recommendations.

In addition, IEG worked with ITS to develop a new system to support the reformed MAR process. For each year, the system will record the final decisions on whether IEG recommendations should be retired or further progress reports from management are required. The system also supports the MAR process during the year, by identifying which evaluations are to be included in the upcoming MAR cycle and capturing supporting documentation and evidence of progress in one single location. In addition, the system allows easy data export for sharing MAR data on IEG's public website.

E. Interim Guidance for Evaluation in Extraordinary FCV Contexts

In FY23, IEG adopted interim guidance for project evaluations in countries that are affected by extraordinary FCV-related disruptions. This arose from urgent requests from management for clarification and

guidance for preparing self-evaluations for operations in countries such as Afghanistan, Belarus, Myanmar, and Russia where the Bank suspended most or all operations. This guidance is intended for cases where a widespread, systemic shock related to major conflict, collapse of state or market institutions, or cessation of Bank Group operations disrupts the implementation of the World Bank Group portfolio in its entirety or to a significant extent in such a way that it could not have been foreseen at project appraisal. The guidance applies objective criteria or rules for what constitutes "extraordinary circumstances" for the application of adaptations to project evaluation methodology and process. These criteria include project suspensions and cancellations affecting entire portfolios with low likelihood of projects being resumed; or a formal suspension of Bank Group operations in a country as happened with Belarus and Russia early in 2022.

While the same criteria are applied to Bank, IFC and MIGA portfolios, IEG has adopted specific adaptations to the project evaluation system to reflect differences in instruments and business models between Bank Group public and private sector operations. For Bank ICRs and ICRRs, a "split evaluations" approach was already available that could be applied to before and after such extraordinary events. This approach has been tested and applied to the Bank's portfolio in Afghanistan by OPCS and IEG. For IFC and MIGA, in response to requests from management on how to deal with the ex-post evaluations of projects in countries such as Ukraine and others, IEG, IFC and MIGA jointly discussed and proposed an interim guidance note issued in December 2022, designed to provide advice for ex-post evaluation of projects in countries in extraordinary circumstances. Advisory teams have recently proposed additional options for discussion. An agreement is expected to be reached by the end of FY23.

This interim guidance follows an earlier guidance note for preparing ICRs in all FCV contexts, which was adopted by OPCS for evaluations and validations of World Bank operations in late 2021.

F. Improving IEG Evaluation of Policy-Based Lending

IEG continued to implement and disseminate the new framework for evaluating development policy operations (DPOs), including for use in ICRRs and other evaluation work. The new framework – agreed with OPCS in 2020 – is adapted to the distinct features of DPOs and facilitates the articulation of more operationally relevant findings and recommendations. In FY23, IEG undertook a stock take of use of the new framework. It was found to be a significant improvement over the earlier framework (which remains appropriate for investment projects). However, it was determined that the framework requires greater subject matter expertise and the learning curve for evaluators without experience with the instrument was particularly steep. Subsequent analysis shows that the framework provided greater flexibility for IEG to recognize the challenges for operations in FCV situations. IEG has also clarified the manner in which DPO evaluation data is used and presented, thereby removing earlier distortions and improving the informational quality of portfolio analysis involving DPOs.

G. Data, Knowledge Management, and Communications

Digital Infrastructure (data and systems)

In FY23, IEG continued to improve its data infrastructure, primarily by refining the IEG Data Hub launched in FY22 by establishing a quality assurance protocol, updating guidelines for staff, and defining requirements for additional text and structured operational data to be

added to the tool. In addition, automation was put in place to update ratings from the PPAR system into the enterprise data lake, ending years of manual uploads.

In tandem with the replacement of the Operations portal, the ICRR system was designed to be migrated to the new platform, to go live in FY24 according to the ITS schedule for the Ops portal. To aid in downloading operational documents in bulk for portfolio review, IEG worked with ITS to connect an existing tool to the internal documents and reports repository.

IEG continued to align with the WBG data privacy initiatives, completing an updated inventory of personal data processing activities to be included with a data privacy scorecard from the Data Privacy Office. In FY24, IEG will update its data strategy from FY20, which was intended to be in place for three years.

Learning, for and from IEG

In the third quarter of FY23, the IEG Academy organized the fifth annual Learning Days event for IEG staff, delivering 19 synchronous sessions in three tracks, collaborating with 9 WBG teams, 7 external vendors, and IEG colleagues to design and deliver the sessions. 109 unique staff and consultants participated, including 24 in the asynchronous Picture Yourself Included Virtual Reality series on Diversity, Equity, and Inclusion (DEI).

Furthermore, IEG delivered over 35 events targeted to WBG audiences, most in partnership with WBG teams from a range of vice presidencies, including Operations Policy and Country Services (OPCS), Sustainable Development Practice Group, Human Development Practice Group, Africa Eastern and Southern Region, and teams in IFC. Some events were delivered in partnership with outside

organizations, such as UNDP and the Evaluation Cooperation Group (ECG). In total, these events had over 2,200 participants.

Knowledge Management

In FY23, a new Knowledge Management (KM) strategy and action plan was initiated along three pillars: (1) Just-in-time Expertise, focused on providing Stories of Evaluation and relevant IEG resources upon appointment of senior leaders in WBG and CODE members; (2) Learning from IEG to focus on developing WBG-facing learning events (see above), and (3) Content Management and Search, focused on improving the accessibility and usefulness of IEG’s online content.

Outreach, Communications, and Uptake

IEG increasingly uses a combination of tools to disseminate its evaluations and reach a range of audiences with their findings, including podcasts, blogs, and outreach events both in virtual, in-person, and hybrid formats.

With a gradual increase in the return to office among WBG staff in FY23, IEG's continued its use of its established digital platforms while leveraging the gradual return of in-person events, as well as renewing its focus on partnerships with WBG and external teams to co-host events. See examples of such partnership collaboration in Box 4 (page 28).

Reflecting IEG’s commitment to diversity and inclusion, IEG promotes and integrates the World Bank Group’s accessibility principles across all its outputs.

H. IEG Stakeholder Survey 2023

The results of the 2023 IEG Stakeholder survey indicate an increase in the positive perceptions of IEG alignment with the strategic priorities of the WBG. The percentage of positive perceptions of alignment climbed above 90% for all groups of respondents - the Board, WBG staff, and external stakeholders – from above 80% in the 2022 survey results.

There were similar increases across all groups in the positive perceptions of IEG influence on WBG activities. At 94%, Board respondents had the highest percentage of positive responses to questions on the alignment and influence of IEG. See figure 3.

Perceptions of the quality of IEG reports also remain high. ‘Timeliness’ and ‘clarity of methodology’ are two qualities that ranked highest for Board respondents to the 2023 survey, while for staff it was ‘relevance’ and ‘ease of understanding.’ For staff respondents, ‘timeliness’ and the ‘process of engagement’ scored relatively lower – both are issues that IEG are addressing with new instruments such as the EIN and expanded engagement outreach efforts. See Figures 4a and 4b.

Figure 3: IEG Stakeholder Survey results 2023: Alignment with WBG Goals and Influence on WBG Activities

(% positive responses, 2022 results in faded blue)

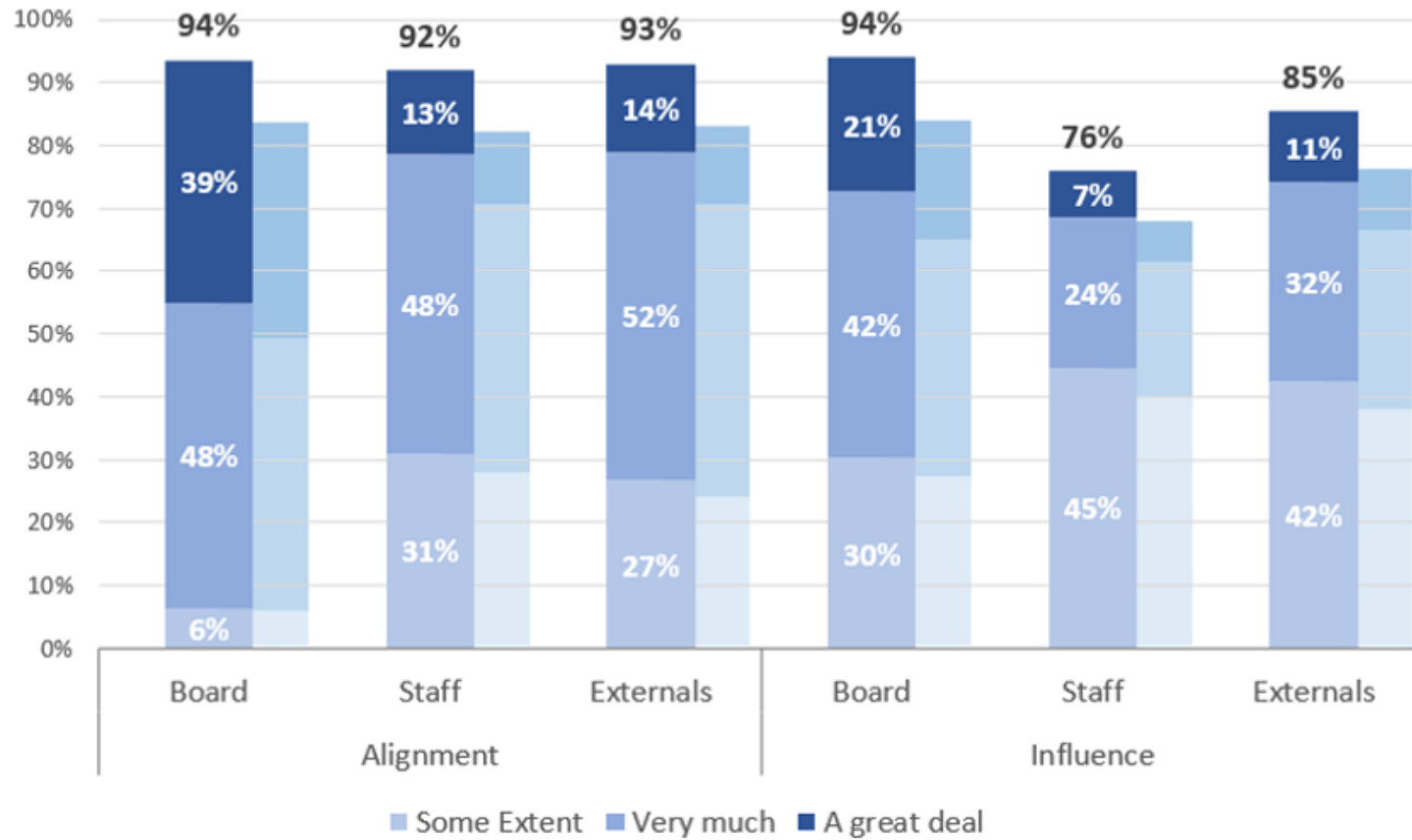


Figure 4a: IEG Stakeholder Survey results 2023: Perception of Evaluation Quality

(% positive responses, 2022 results in faded shade)

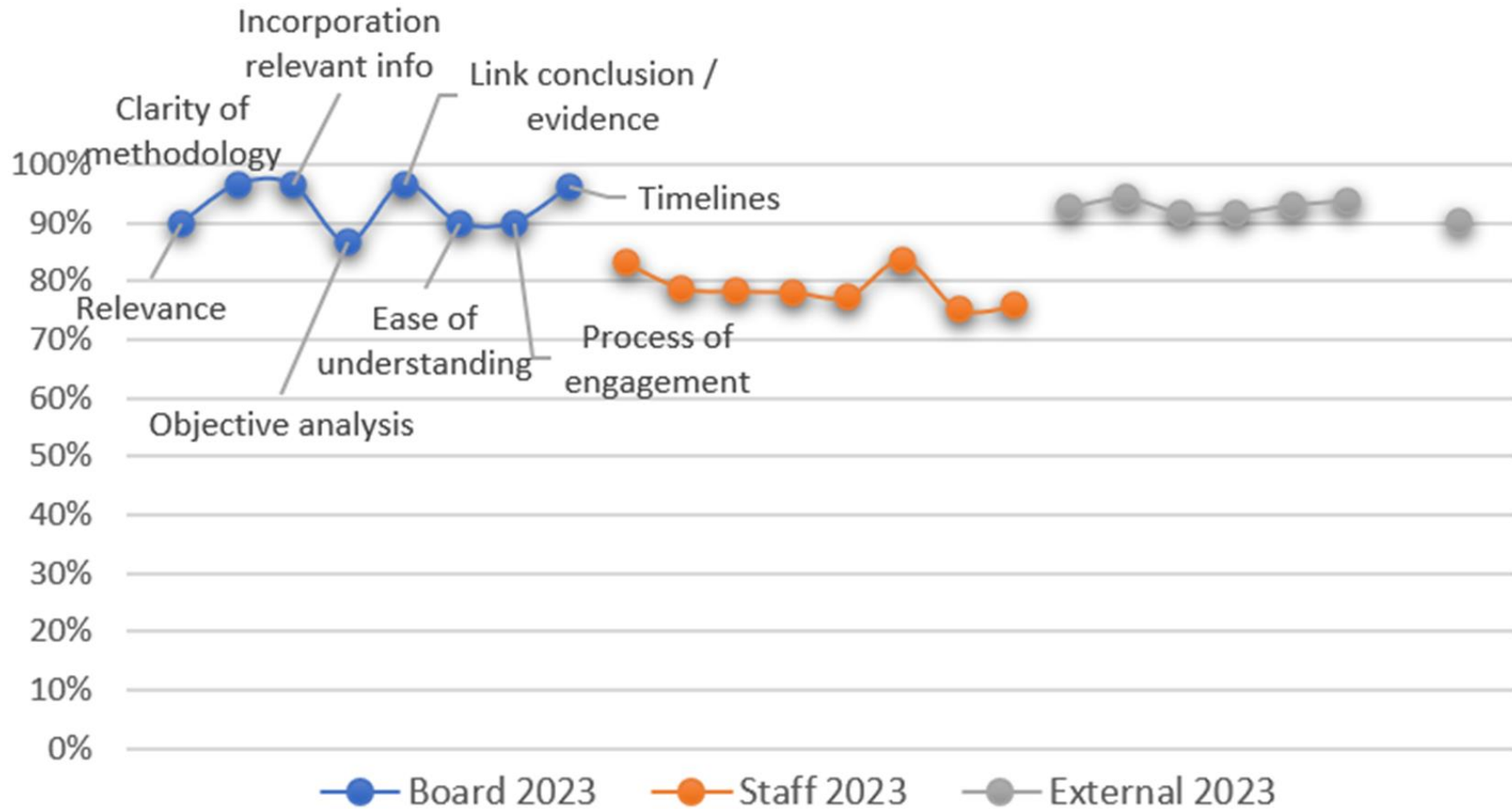
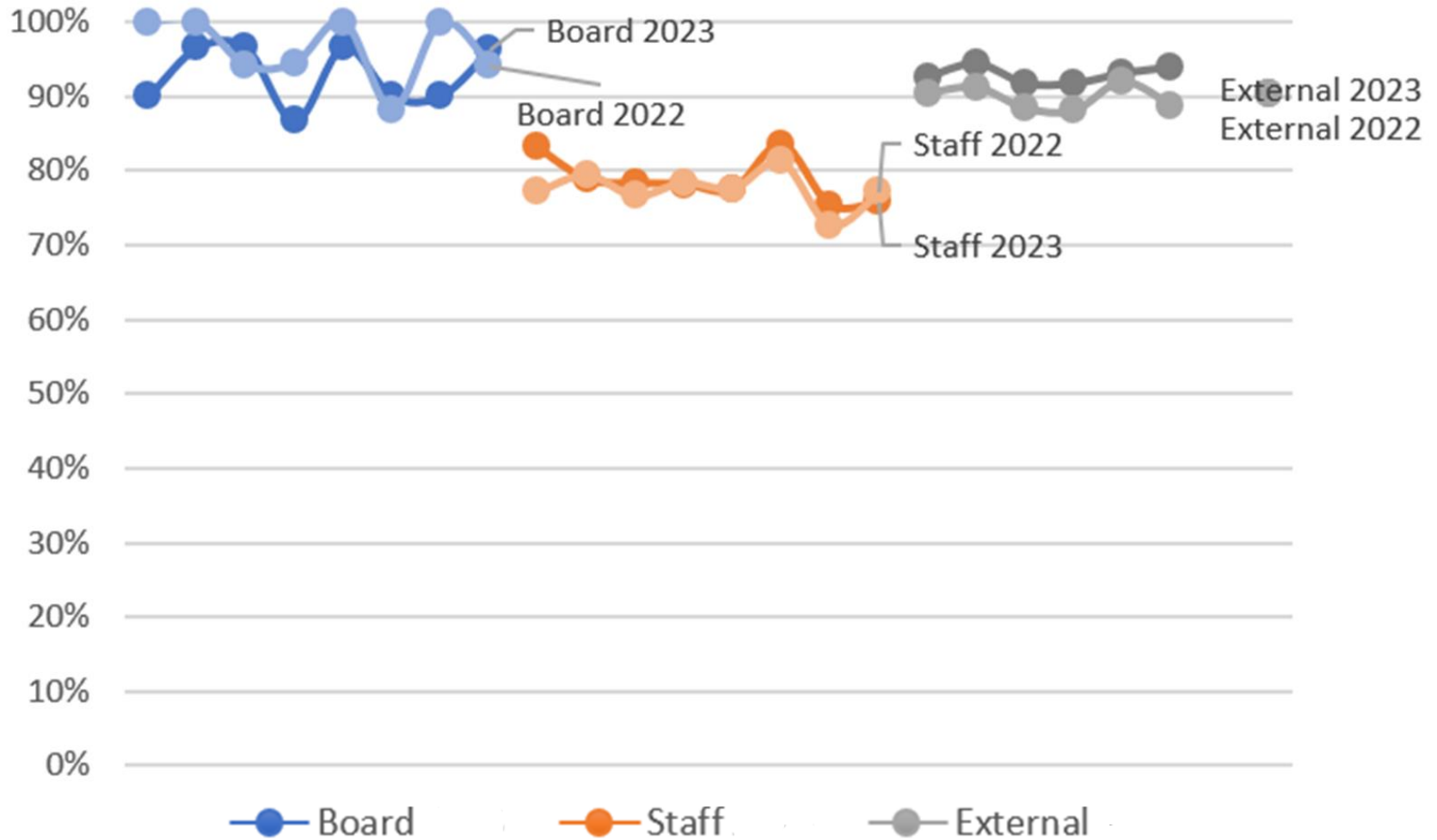


Figure 4b: IEG Stakeholder Survey results 2023: Perception of Evaluation Quality

(% positive responses, compare with 2022 results in faded shade)



With the emphasis on in-person events at the **2022 Annual Meetings**, IEG organized a hybrid event that drew on the findings of the recently disclosed IEG evaluation of World Bank support for disaster risk reduction. The event, which featured ministers from Japan, Mozambique and Norway, the CEO of the Bezos Earth Fund, the IEG Director-General and the Global Director of the Urban, Disaster Risk Management, Resilience and Land Global Practice, had an in-person audience of 85, with a further 395 watching the livestream for a total audience of 480.

To communicate the progress achieved since the 2020 **reform of the Management Action Record**, including the greater emphasis on outcome orientation, OPCS and IEG collaborated on an In Focus for the World Bank Group intranet. The three elements that constitute the In Focus allowed OPCS to publish a more general item on the reform's emphasis on evidence-based learning to achieve outcomes, with a second piece examining concrete examples, and IEG to contribute a more forward-looking piece on the value of the MAR as a tool for adaptive management.

To reach the range of stakeholders involved in health policy with the findings of the early evaluation of the **World Bank Group's response to the health impacts of COVID-19**, IEG participated in the 2023 meeting of the Consortium of Universities for Global Health, which was co-organized with the Global Health Summit. IEG's virtual workshop convened public health experts from multiple organizations (including the World Bank); representatives from US and international health agencies and civil society organizations; and students, faculty members, and medical staff from various universities.

IEG participated in a panel discussion on evaluating Climate Finance during the **Asian Development Week** in September, 2022. The panel was organized by the European Investment Bank (EIB), and included representatives from the evaluation units of the European Bank for Reconstruction and Development (EBRD) and the Green Climate Fund.

IEG participated in a **conference on Water Resource Management chaired by the Asian Development Bank**, linking the key findings of the Agri-Food Economies evaluation (FY22) with those of the evaluation on Natural Resource Degradation (FY21) to discuss critical issues related to achieving food security under climate change, during.

IEG is one of the original co-founders of the **Evaluation Cooperation Group (ECG)**, which brings together the heads of the evaluation units of MDBs. IEG chaired the ECG in 2022, hosted the spring and fall meetings of the group. IEG focused this year's meetings on the ECG Strategic Directions, and IEG staff delivered presentations on the use of Data Science Applications and how to use rigorous theory-based causal analysis to assess ASA.

4. EVALUATION CAPACITY DEVELOPMENT THROUGH THE GLOBAL EVALUATION INITIATIVE

IEG has concentrated its evaluation capacity development (ECD) work in the Global Evaluation Initiative (GEI) network, which promotes and improves the use of evidence in decision-making, by strengthening national monitoring and evaluation (M&E) systems in developing countries. The GEI achieves this through its three interlinked strategic approaches to i) establish and maintain country partnerships; ii) deliver and support M&E trainings and professional development activities; and iii) promote M&E and create, curate, and adapt relevant M&E knowledge for a global audience. GEI's focus is on supporting and developing solutions that are country-owned and aligned with local needs, goals, and perspectives.

As of April 2023, the GEI network comprises 14 donor organizations³, over 20 associate partners⁴, the GEI Global Team⁵, and three implementing partners: the Centers for Learning on Evaluation and Results (CLEAR), the International Program for Development Effectiveness Training (IPDET), and École nationale d'administration publique (ENAP). In addition, GEI hosts and manages the globally renowned M&E knowledge platforms BetterEvaluation.org (more than 1.2 million visits per year), and gLOCAL Evaluation Week – one of the biggest M&E knowledge exchange events in the world (the event's fifth edition will take place in May 2023).

Through April 2023, donors have generously contributed \$14.4 million to GEI. A total of 9 grants have been issued to GEI's implementing partners since the inception of the GEI program, worth

approximately \$7 million. Additional resources have been spent by the GEI Global Team to support work programs in regions not yet covered by implementing partners on the ground (the Caribbean and the Pacific). An additional \$3.5 million is expected to be disbursed during FY24, as the second round of grants to implementing partners is completed.

COUNTRY SYSTEMS APPROACH

When GEI refers to "Country Systems" it envisions a country's overall ecosystem around M&E - all the structures, attitudes, incentives, approaches, policies, laws, behaviors, skills, and abilities that contribute to whether robust monitoring, evaluation and evidence use happens.

³ GEI donors: 9 bilaterals (Canada, Denmark, Finland, Germany, Netherlands, New Zealand, Portugal, Sweden, and Switzerland); 5 MDBs/UN agencies (Climate Investment Fund (CIF), IADB, IFAD, UNICEF, and UNDP).

⁴ GEI associate partners are organizations with which the GEI collaborates to conduct joint activities. They are neither contributors to nor receivers of GEI trust fund grants.

⁵ The GEI Global Team comprises dedicated IEG staff and consultants.

A. GEI Key Achievements in FY23

GEI focused its work in FY23 on the three strategic core approaches mentioned above, with progress to date summarized below. For summaries of some case studies, please see Annex F.

Country Partnerships and Engagements

Successful ongoing country engagement in 21 priority countries, with specific outputs including a completed Monitoring and Evaluation Systems Analysis (MESA) completed in the City of Recife, Brazil; a pilot country-led rapid evaluation of National Water Policy presented to stakeholders in Mozambique; a road map prepared for a two-year program support to strengthen the national evaluation system in Madagascar; and an Impact Evaluation Guide launched in Cape Verde.

GEI also developed dedicated programs for the Caribbean and in the Solomon Islands. In the Caribbean, GEI has worked closely with the Caribbean Community (CARICOM) Secretariat to strengthen capacities for results-based management (RBM) and M&E at the national level of three CARICOM member states (Dominica, Jamaica and Saint Lucia), and through a set of regional institutions. In Jamaica, GEI supported the establishment of a national RBM steering committee, drafted an integrated RBM policy (pending cabinet approval), and finalized a series of workshops on its “RBM Roadmap” which has begun implementation. The other pilot countries and regional institutions are working on their RBM policies, establishing national steering committees, and initiating preparation of their RBM roadmaps.

In the Solomon Islands, GEI has concluded a MESA, and the findings were approved and validated by the government. GEI will provide a follow up capacity building technical assistance to the government to take forward the MESA recommendations in FY24.

In addition, a new CLEAR Center for Pakistan and Central Asia was established at the Center for Economic Research and Policy (CERP) to cover ECD activities in the country and other central Asian republics.

WHAT IS MESA?

GEI’s Monitoring and Evaluation Systems Analysis (MESA), is a diagnostic tool that is an important part of GEI’s systems-based approach. A systems-based approach moves beyond disconnected interventions and addresses the dynamic, interconnected real-world context of monitoring, evaluation and evidence use in each country. It tries to understand the whole picture. It explores the broader context, studies interactions between system stakeholders, acknowledges that certain shifts happen over time, and encourages collaboration between a variety of system participants.

The MESA diagnostic tool guides country stakeholders in gathering, structuring, and analyzing information on the current capacity of their country’s M&E ecosystem. It helps identify what is working well and what needs to be improved, informing capacity-development strategies meant to strengthen the economic, political, and social context that enables M&E to flourish.

Training and Professional Development

GEI delivered training programs in multiple languages through its three flagship training programs in English, French, and Arabic

(IPDET, PIFED, and TAQYEEM), in conjunction with an additional 16 training programs customized at the country level.

The GEI Working Group on Training and Professional Development was organized on a quarterly basis and brought together representatives from across the GEI network to discuss and collaborate on training and professional development activities. Examples of successful collaborative activities include the delivery of an internship program (with the CLEAR centers), the development of M&E knowledge repositories (see below), and joint technical assistance to country-led evaluations.

Knowledge

In October 2022, GEI and UNDP's Independent Evaluation Office co-hosted the National Evaluation Capacities (NEC) Conference, which attracted over 300 participants from 100 countries. Participants included national governments, bilateral and multilateral agencies, international development and humanitarian agencies, civil society, and international evaluation experts. The conference produced the Turin Agenda, a collective agreement that serves as a common framework for action on how to strengthen national evaluation systems.

In addition, a learning opportunities directory was launched on the BetterEvaluation platform, covering recurrent training and professional development activities within the GEI network and the first ever global directory of academic training programs in evaluation. This will be complemented with a country-specific page for each priority country (under development).

B. GEI in FY24 and Onwards

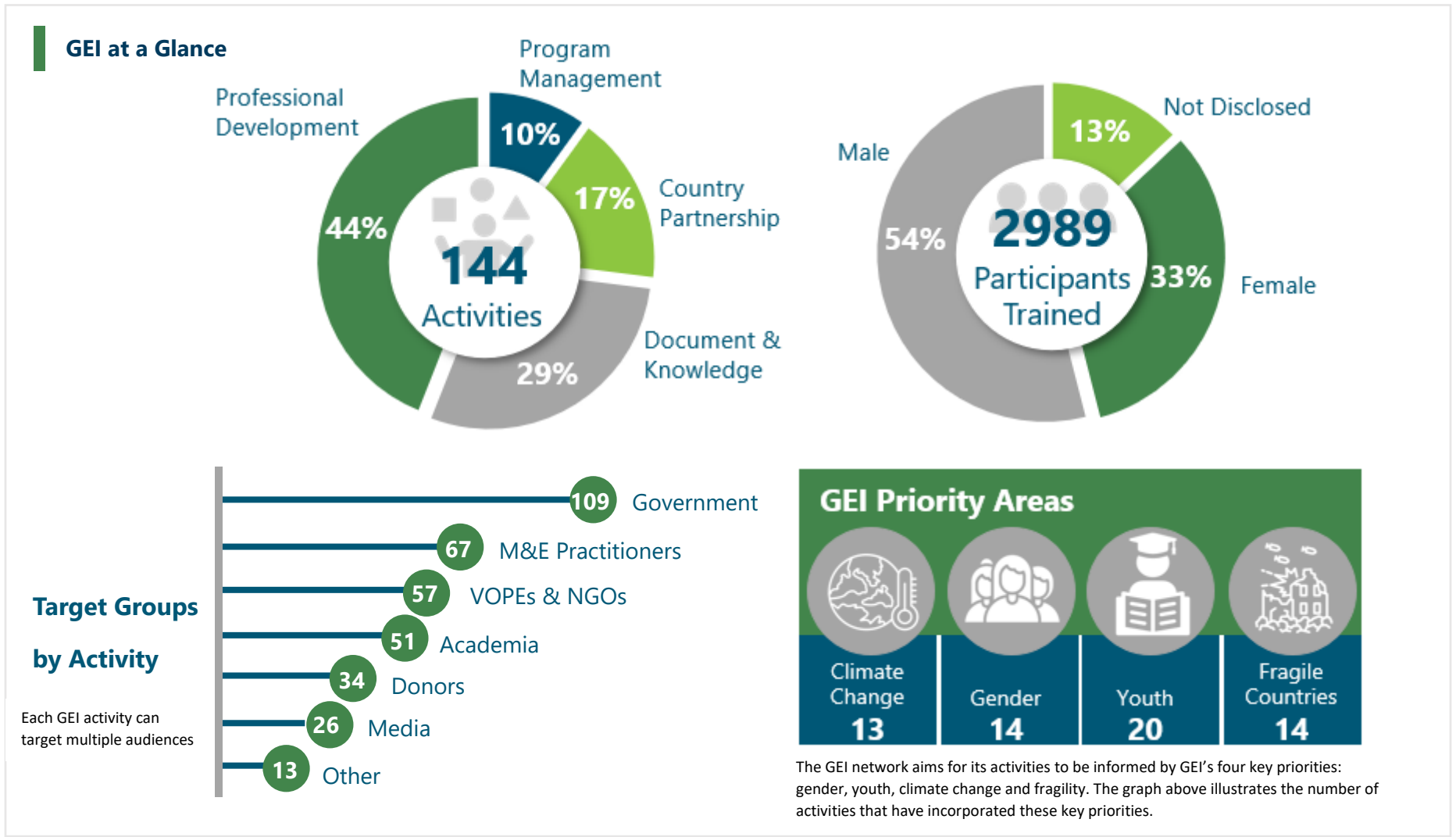
Going forward into FY24, GEI will focus its efforts on consolidating its work program by providing implementation support to implementing partners, focus on depth of engagements in key priority countries, and strengthen relationships with country offices of the World Bank, the UNDP, the WFP, and UNICEF. For example, GEI is preparing to conduct a Reimbursable Advisory Service (RAS) in Saudi Arabia together with the WB Governance Practice group. This will include an M&E assessment and capacity development plan for the Ministry of Economy and Planning, and support to the development of a national M&E policy.

GEI also looks forward to establishing a new CLEAR Center to cover operations in Latin America and the Caribbean region (LAC), for which the selection process is nearing completion. The aim is to process a new trust fund grant early in FY24 to support implementation of the Center's activities. The selection process has followed a rigorous method that included the request for Expression of Interest, a shortlisting process, interviews with shortlisted candidates, followed by a selection of two finalists. The GEI Global Team will conduct site visits to the two finalist candidates and will be able to appoint a new CLEAR LAC Center by July 2023.

In addition, GEI will collaborate with the Islamic Development Bank (IsDB) to explore the possibility of establishing a dedicated CLEAR Center to cover operations in the Middle East and North Africa (MENA) region.

Furthermore, in collaboration with GEI's associate partner German Institute for Development Evaluation (Deval), a new global strategy to support young and emerging evaluators is being developed. This will also include a new version of the GEI Launchpad program to support youth entrepreneurship in the M&E space.

To ensure GEI's long-term financial sustainability, additional attention will be focused on fundraising activities with a special eye on cross-cutting themes of gender and climate change where demand for M&E capacity development is high. For example, GEI has already raised initial funds from the Climate Investment Fund (CIF) in exchange for supporting the CIF's M&E function by training its observers and partners to identify evidence of transformative impacts of the CIF program.



5. HUMAN RESOURCES and BUDGET

A. Human Resources

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

C. Spending Trends

D. Fiduciary Control

A. Human Resources

IEG has kept its staffing levels stable, with minimal change since 2018 (Figure 4). As of March 31, 2023, IEG had 110 full-time staff, compared with 109 in 2018, but has lowered the percent of GH-level from 18% in 2018 to 13% today (Figure 3). IEG has achieved cost savings through changes in staff composition. IEG's current focus is to maintain staffing levels, while attracting candidates with critical evaluation expertise and experience that align with the proposed work program in the coming years.

IEG has maintained its focus on gender balance and the need for increased diversity in its work force. On the WBG Gender Balance Weighted Index, IEG's GG+ technical staff is 100% gender balanced and women are slightly overrepresented in IEG's managerial cadre. IEG's overall gender balanced weighted index is 0.82, roughly the same as it has been over the past three years (Figure 5). IEG has been working on increasing the diversity in its staff nationalities through enhanced recruitment efforts, such as the Voice Secondment Program (Figure 6). Furthermore, following findings of the External Review, IEG has established a database of its evaluation peer reviewers to inform future decisions with diversity and inclusion efforts to intensify.

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

Figure 4: IEG Staff Count and GH ratio (2018-2023)

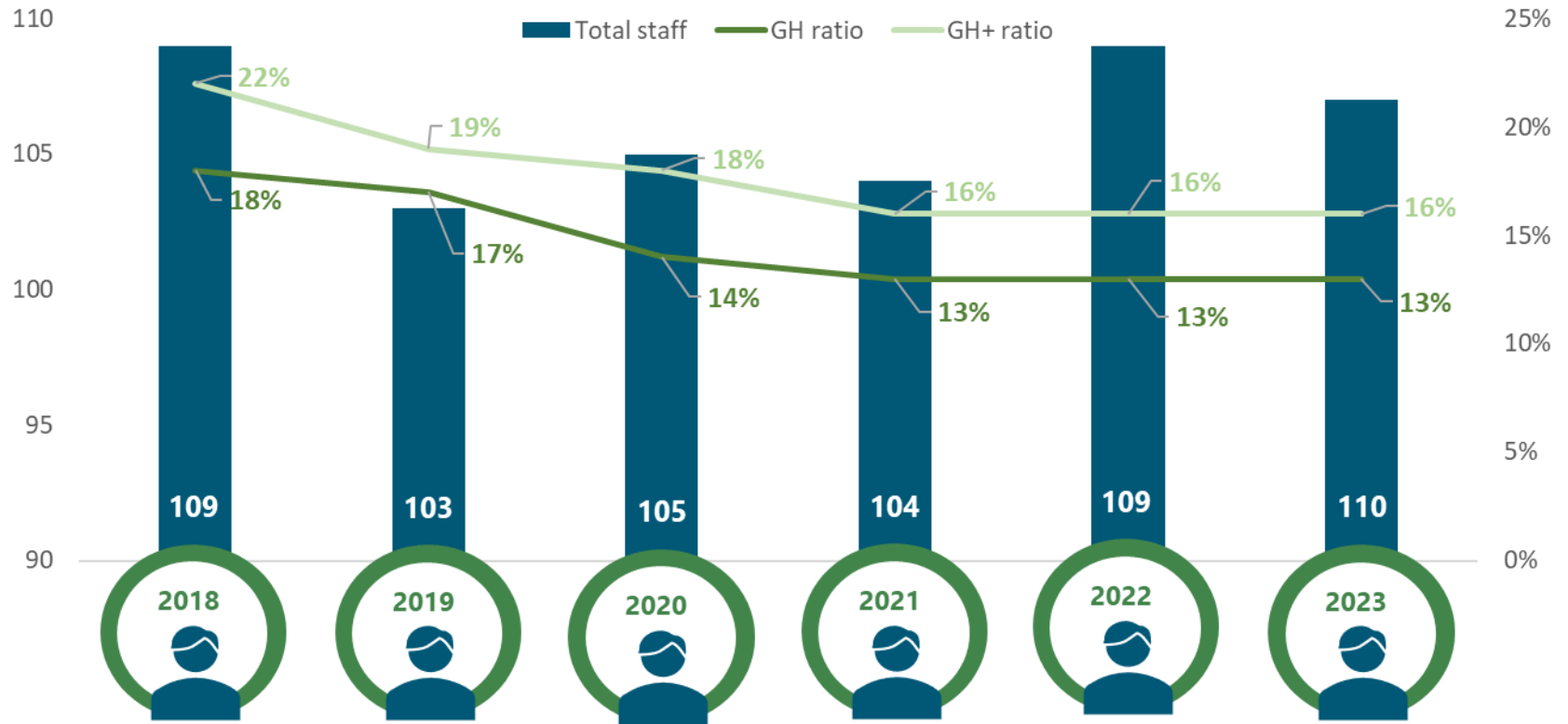


Figure 5: IEG Staff Nationality Grouping (March 2023)

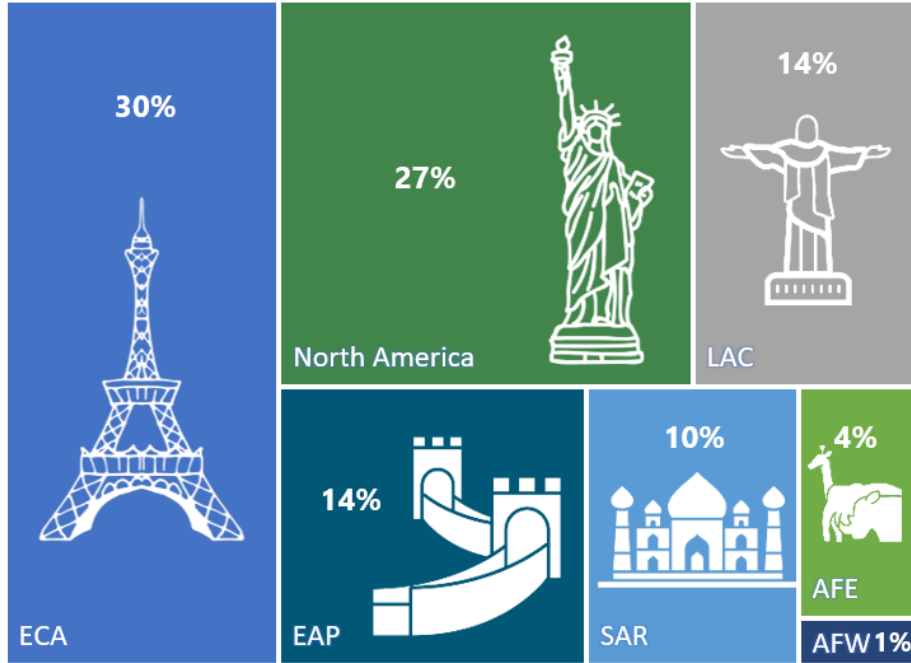


Figure 6: WBG Gender Data Dashboard (May 5, 2023), Active Staff Only (Excluding Special Appointments, AMC Direct Hires, and Consultants)

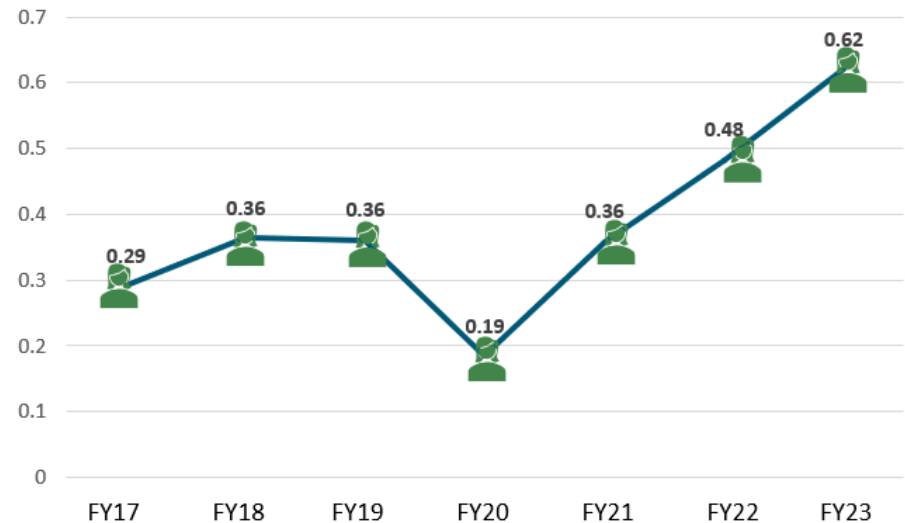


IEG Peer Reviewer Diversity

One finding of the FY23 External Review of IEG is the recognition of “the value and critical importance of engaging and involving local evaluation practitioners and professionals in IEG’s work”. In response, IEG has developed a database of peer reviewers (PRs) used in evaluations, to monitor diversity and inclusion dimensions over the years.

IEG is making progress on engaging with a more diverse set of external peer reviewers on evaluations. For instance, in recent years, the share of female peer reviewers has increased steadily to 62% in FY23 (Figure 7). While progress on engaging peer reviewers outside of North America and the ECA region has been slow, IEG makes efforts to identify and engage peer reviewers around the globe. To this end, since FY17, the share of peer reviewers with nationalities outside of North America and Europe and Central Asia (ECA) regions has increased from 37% to 47%. IEG has also established a database of peer reviewers who can assist in future IEG evaluations.

Figure 7: IEG Peer Reviewers – Trend of Female PRs as Share of All (FY17-23)



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

IEG proposes a \$41.4m budget for FY24, which is consistent with the proposed IBRD/HQ's structural increase at 3.4% + 1% real growth for FY24.

IEG's work program aligns well with the proposed budget, with a plan to deliver priority thematic evaluations, validations, shorter assessments, and continued investment in evaluation capacity development. IEG has realized efficiencies through prudent budget and resource management that have contributed to accomplishing a vigorous work program within budget even with the increased costs of contractual services and travel. IEG makes strategic use of consultants to deliver its work program, for example by employing more local consultants, when possible, to conduct field work in lieu of mission travel. In FY23, 15% of all consultants were local (compare with FY20-22 average of 13%). In addition, IEG's travel policy encourages teams to conduct virtual missions when possible as a substitute for some field missions, to reduce both costs and IEG's carbon footprint.

The contribution shares of World Bank, IFC, and MIGA towards IEG's budget remain unchanged from prior years (Table 3).

Table 3: IEG Budget, WBG Institution Contributions (BB only), FY19-26

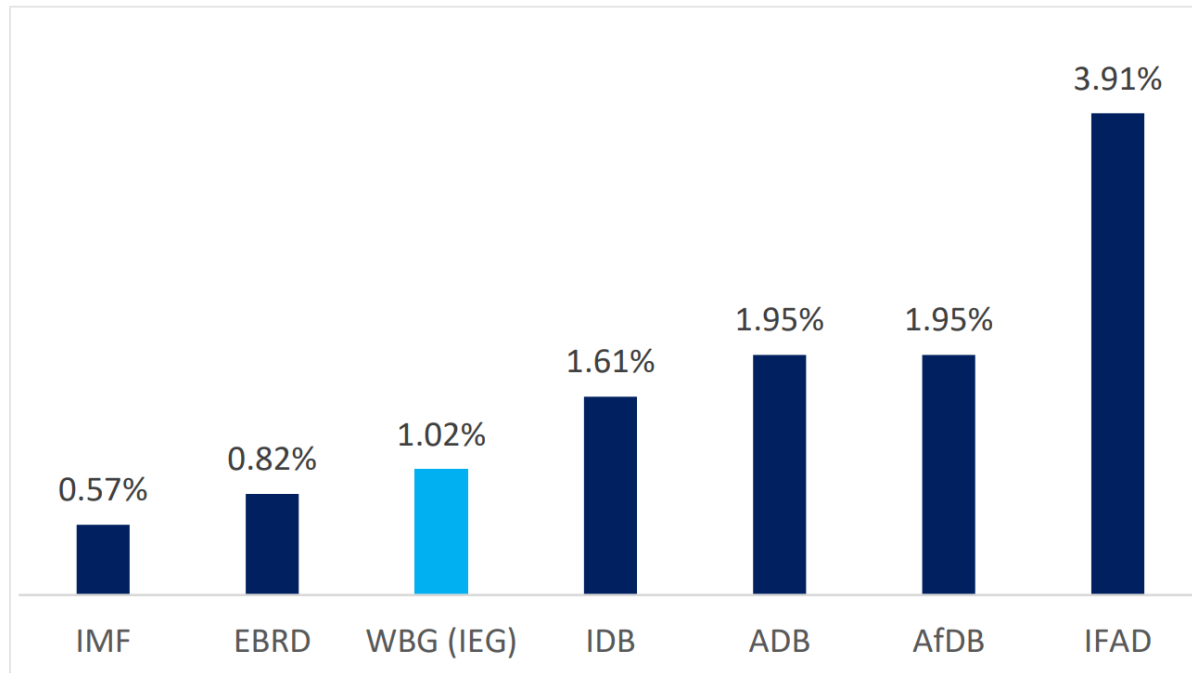
<i>(in nominal dollars)</i>	FY19 Budget \$'m	FY20 Budget \$'m	FY21 Budget \$'m	FY22 Budget \$'m	FY23 Plan \$'m	FY24 Proposed \$'m	FY25 Indicative \$'m	FY26 Indicative \$'m
WB Contribution	29.5	30.2	28.6	29.0	30.5	31.8	32.4	33.0
IFC Contribution	7.8	7.9	8.0	8.1	8.5	8.8	9.0	9.2
MIGA Contribution	0.7	0.7	0.7	0.7	0.7	0.8	0.8	0.8
Total IEG	37.9	38.7	37.3	37.8	39.6	41.4	42.2	43.0
Contribution as % of IEG Funding (includes in-kind space contribution by IBRD)								
WB	78	78	78	78	78	78	78	78
IFC	20	20	20	20	20	20	20	20
MIGA	2	2	2	2	2	2	2	2
Total	100	100	100	100	100	100	100	100

Note: In addition to the budget contribution, IBRD provides IEG with in-kind space allocation

C. Spending Trends

IEG has previously benchmarked itself against evaluation units of other MDBs in FY21, and was one of the most cost-efficient evaluation units (see Figure 8). Spending Trends have shifted in this fiscal year and are on an uprise due to the travel expense increase and business moving back to normal post pandemic. In response to this, IEG is continuing to seek cost efficiencies to ensure that it does not increase its share of the overall WBG budget.

Figure 8: Evaluation Department Budget Share of Total MDB Budget (FY21)



IEG expects travel and other expenses to increase in FY24-26. Staff costs are expected to increase by the Bank-wide staff price factor, with minimal changes in overall staffing. IEG conducts bi-annual strategic staffing exercise to review optimal staffing to deliver on the agreed work program.

Since FY21, space and IT services provided by the WB are not included in IEG's budget request in accordance with practices for other units in the Bank. However, the office expenses for the Brussels-based GEI team (\$150k in FY23) is included in the budget request.

Table 3: IEG Expenditure Trends by Expense Category (BB only) FY19-26

<i>(in nominal dollars)</i>	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
	Actuals	Actuals	Actuals	Actuals	Plan	Proposed	Indicative	Indicative
	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m	\$'m
Fixed Costs								
Staff Salaries	14.4	14.6	14.7	15.2	17.2	18.0	18.4	18.7
Staff Benefits	10.5	10.2	10.9	11.3	12.1	12.6	12.9	13.1
Communications and IT	1.2	1.3	0.8	0.7	0.7	0.7	0.7	0.7
Equipment and Buildings	1.3	1.3	0.2	0.2	0.3	0.3	0.3	0.3
Total Fixed Costs	27.4	27.4	26.7	27.4	30.3	31.5	32.2	32.8
Variable Costs								
ETC/T	0.1	0.7	0.8	1.2	1.1	1.2	1.2	1.3
Consultants and Temps	6.8	6.5	6.8	6.8	7.1	7.2	7.2	7.4
Travel Costs	1.6	1.3	0.0	0.2	0.7	1.1	1.1	1.1
Contractual Services	1.2	1.5	2.2	0.9	0.3	0.3	0.3	0.3
Representation and Hospitality	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Expenses	0.4	0.3	0.2	0.1	0.1	0.1	0.1	0.1
Total Variable Costs	10.2	10.4	9.9	9.2	9.4	9.9	10.0	10.2
Total Expenses	37.6	37.8	36.6	36.7	39.6	41.4	42.2	43.0

Table 4: IEG Summary of Uses as % of Spend Against Budget (BB only) FY19-26

	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Plan	FY24 Proposed	FY25 Indicative	FY26 Indicative
Major Evaluations	22	21	20	20	21	22	23	23
EINs, Synthesis, JITs, COVID	2	2	3	2	5	5	5	5
RAPs	2	2	2	3	3	3	3	3
CPEs	3	4	5	7	5	5	5	5
Major Work Program Sub-Total	29	29	29	32	34	35	36	36
PPAR and Validation Tasks	20	20	18	14	14	14	14	14
Learning and Knowledge Services	8	8	10	9	9	9	9	9
Learning Engagements	2	2	2	1	2	2	2	2
ECD/GEI	3	5	9	9	8	7	6	6
Methods Advisory Function	2	3	3	3	3	3	3	3
Other Process Tasks	3	2	2	3	4	4	4	4
Work Program Total	67	68	73	70	74	74	74	74
Learning	4	4	3	3	3	3	3	3
Sustaining	20	19	20	20	20	21	21	21
Indirect Costs	8	7	2	3	3	2	2	2
Total All	99	98	97	97	100	100	100	100

D. Fiduciary Control

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

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

Annex A: Proposed Evaluations by Work Streams

Gender

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

SDG goal #5:

Gender Equality



Forward Look & Capital Increase

Leading on Global Issues: Gender

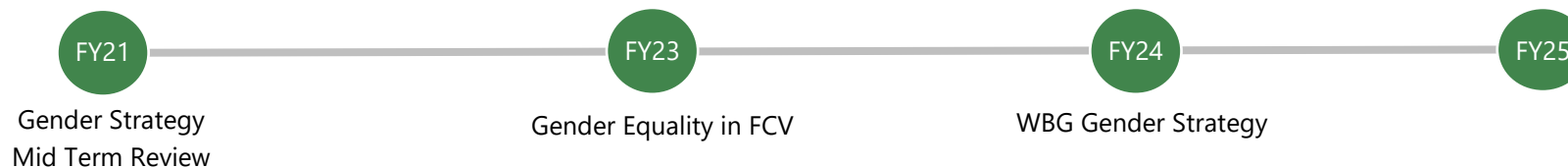
IDA 20 Special Theme:

Gender

IFC 3.0 Cross-Sector Impacts:

Gender Equality

Evaluations



WBG Gender Strategy (FY24)

Strategic Relevance



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

Key Issues



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

Scope



WBG

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. IEG will help address the knowledge gaps on which approaches work in FCV environments and under what circumstances.

SDG goal #16:

Peace, Justice and Strong Institutions



Forward Look & Capital Increase:

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

WBG FCV Strategy

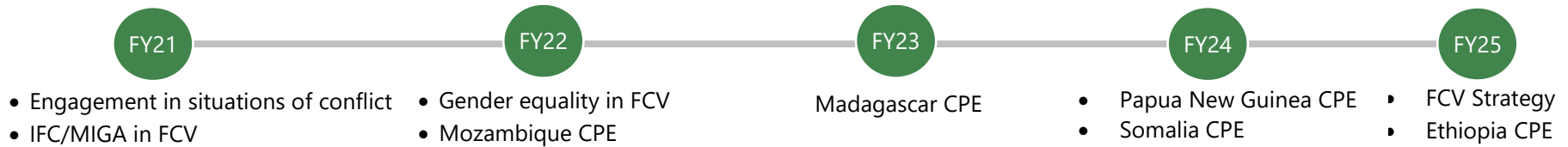
IDA 20 Special Theme:

Fragility, Conflict and Violence

IFC 3.0 and MIGA FY21-23

Increased focus on FCS

Evaluations



Country Program Evaluations in FCV countries

Strategic Relevance



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

Key Issues



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

Scope



WBG

FCV Strategy (FY25)

The objective of the WBG's FCV Strategy is to enhance the WBG's effectiveness to support countries in addressing the drivers and impacts of FCV and strengthening their resilience, especially for their most vulnerable and marginalized populations. This work is critical to achieving the WBG's twin goals. The strategy sets out a new framework for understanding FCV and a robust set of measures to increase the effectiveness of WBG development support to both low- and middle- income countries that are dealing with diverse challenges across the FCV spectrum, including high levels of violence, forced displacement shocks, and subnational conflict.

The World Bank Group has been working with FCV countries (first identified as Low-Income Countries Under Stress) since at least 2004. This evaluation will consider whether the strategy and its framework have helped operational teams (i) develop improved strategies, programs, and projects; (ii) improve implementation in FCV countries; and (iii) whether the use of the framework has led to improved development outcomes in FCV countries.



Climate Change & Environmental Sustainability

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

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

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



Forward Look & Capital Increase

Leading on Global Issues: Climate Change

IDA 20 Special Themes:

Climate Change

IFC 3.0:

Cross Sector Impacts: Climate Action

Evaluations

FY21

FY22

FY23

FY24

FY25

Municipal Solid
Waste Management

- Disaster Risk Reduction
- Energy Efficiency

Private sector in
Climate Action

Blue Economy

- Biodiversity/REDD+
- Water Resource Management 1

Strategic Relevance



Blue Economy (FY24)

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

Biodiversity/REDD+ (FY25)

The preservation of forests and other habitats are true global goods. It will be critical that the WBG develop and support programs for the conservation, and sustainable management of biodiversity, forests and enhancement of forest carbon stocks.

Water Resource Management 1 (FY25)

Among the effects of climate change has been the increased incidence of drought. The use and management of water as a valuable and scarce resource will increasingly be important to ensure that the poor and marginalized have access to these resources.

Key Issues



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

This evaluation will examine the extent to which the WBG has been able to support sustainable interventions in REDD+ and in biodiversity. Host countries face the dilemma that protecting biodiversity and forests are often at odds with income-producing activities (farming, extractives, poaching, etc.). In addition, the benefits from such interventions only partially rebound to the benefit of the host country. The evaluation will seek to identify lessons on how support countries in these activities.

Water is critical for many sectors of the economy: (i) clean water and sanitation; (ii) irrigation; (iii) preservation of wetlands; (iv) hydropower; (v) use of water in manufacturing, extractives, tourism, and other income-generating activities; and (vi) the use of water for transport. River basin management and waterways management are also complicated by the cross-border nature of waterways. Many of these development objectives are often at cross-purposes, as the diversion of water resources for power generation, irrigation, and income-generating investments affects water access for the poor and marginalized, and for preservation of biodiversity and other ecological needs. This complex set of issues will be explored in a series of evaluations on Water Resource Management.

Scope



WB

WBG

WBG

Mobilizing Finance for Development

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

SDG goal #17:

Partnership for the Goals

Forward Look & Capital Increase:

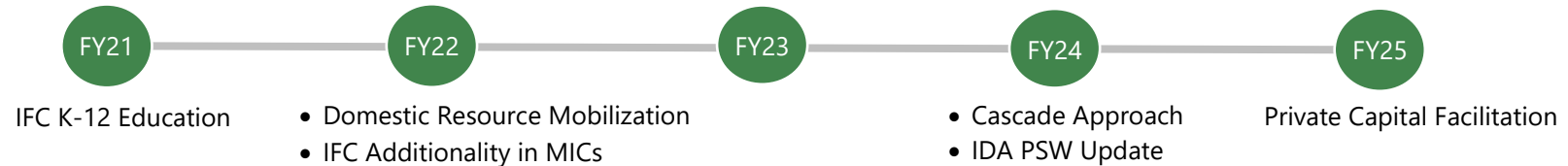
Mobilize Finance for Development

IFC 3.0:

Creating Markets, Mobilize Private Investors



Evaluations



Cascade Approach (FY24)

IDA-PSW Update (FY24)

Private Capital Facilitation (FY25)

Strategic Relevance



Through its Forward Look, the WBG has committed to the Cascade approach, that first seeks to mobilize commercial finance, enabled by upstream reforms where necessary to address market failures and other constraints to private sector investment at the country and sector level. Within the Cascade context, the WBG has committed to prioritizing the infrastructure sector first and then committed to expand to financial sector, education, health, and agribusiness.

Mobilizing private capital and developing the private sector is difficult in many IDA countries, especially FCS countries. The domestic private sector may be small, informal, and constrained by weak macroeconomic and regulatory environments, infrastructure bottlenecks, and limited skilled labor forces. High country risks and capital flight concerns make investors reluctant to engage, particularly in FCS, which also experience security risks. Insufficient private sector growth and private sector capital constrains the ability of PSW-eligible countries to achieve growth and reduce poverty.

The development needs of LIC and MIC countries outpace the ability of multilateral or bilateral institutions to fund those needs. The only way to reach the SDGs is to bring in private capital and the implementation abilities of private business. The WBG assisted Private Capital Facilitation, through activities which (i) improve the enabling environment for private capital (PCE), (ii) mobilize private capital, both foreign and domestic, (PCM); and (iii) support Foreign Direct Investment (FDI).

Key Issues



This evaluation examines the relevance of the Cascade approach to development challenges in key economic sectors and varying country contexts; the extent to which WBG has implemented the Cascade and whether implementation has been effective in advancing achievement of the SDGs; and what has been learned about factors that contribute to or inhibit the success of the realization of the Cascade.

The objective of PSW Evaluation Update is to assess the experience of the IDA PSW with providing blended finance to create markets and address market failures. To respond to this objective, the evaluation will assess three aspects of the PSW: usage, additionality, and concessionality. The approach builds on the IEG's 2021 paper, and will deepen the analysis on these three dimensions,

This evaluation will review the WBGs interventions in the areas of PCM/PCE/FDI and seek to identify which types of interventions have been most effective in Private Capital Facilitation, and what obstacles still exist which affect the expansion and effectiveness of these activities.

Scope



WBG

IDA, IFC, MIGA

WBG



Human Capital

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

SDG goals #: 2,3,4

Good Health,
Quality Education, Zero Hunger



Forward Look & Capital Increase

Human Capital

IDA 20 Special Theme:

Human Capital

IFC 3.0:

Sector Impacts- Health and Education

Evaluations

FY21

Undernutrition

FY22

COVID-19 Response:
protecting human capital

FY23

- Learning Crisis
- Adaptive Social Protection

FY24

FY25

Pandemic Preparedness/ One health

Learning Crisis (FY24)

Strategic Relevance



In 2017, 60 percent of children and adolescents were not achieving minimum proficiency levels in reading and mathematics. These children are predominantly those already disadvantaged by poverty, location, ethnicity, gender, or disability. The cost to economic development associated with such poor outcomes from basic education alone can be equivalent to up to 10 percent of global spending on primary education (UNESCO 2014). The World Bank estimates that the COVID-19 pandemic has exacerbated the “learning crisis” and finds that school closures could increase the learning poverty rate in low- and middle-income countries by 10 percentage points, putting 72 million more children of primary school age at risk of falling into learning poverty.

Key Issues



The evaluation will assess how the World Bank supports efforts to improve learning outcomes in basic education over the past decade (FY2012–FY22). It will identify lessons and recommendations to inform any future Education Sector Strategy and the further development of the World Bank’s approach to this persistent development challenge that has been exacerbated as a result of the COVID-19 pandemic.

Scope



WB

Adaptive Social Protection (FY25)

Interconnected and often devastating covariate shocks are a threat to human development affecting large numbers of people and/or communities at once. Poor households are particularly vulnerable as they lack adequate capacity to prepare, cope and adapt. Covariate shocks can also impoverish vulnerable households when their capacity to prepare, cope, and adapt is overwhelmed. Adaptive Social Protection aims to build resilience by helping poor and vulnerable households prepare for, adapt to and cope with shocks. It does so by protecting poor and vulnerable households’ wellbeing and ensuring that they do not fall into poverty or become trapped in poverty due to the negative impacts of shocks.

The evaluation will assess the World Bank support for social protection between fiscal years 2012 and 2022 with a twofold purpose: (i) assess whether the World Bank support for social protection has incorporated “adaptive” elements over time; and (ii) assess how effective has the World Bank been at helping client countries make their social protection systems more adaptive.

WB

Local Health Systems (FY25)

The COVID-19 crisis exposed the importance of strong local health systems to save lives. Countries are increasingly challenged to strengthen health systems and services, with limited resources, and to respond to an increasing demand to expand the burden of care offered by the health sector. The WB is supporting countries to strengthen health systems in areas such as digitalization, human resources, reorganization and integration of services at different levels to make them more efficient, quality of services, health financing, prevention and early detection of early detection of health risks, private sector engagement, coverage of vulnerable groups, health human resources, and environmental health. This support builds on engagement in health systems prior to COVID-19, the commitment to universal health coverage (UHC) in 2015, and the SDG 3.

The evaluation will assess the extent to which the World Bank’s Health support lead by the Health, Nutrition, and Population Global Practice has improved local health systems (FY16–FY25). The evaluation will assess the effectiveness and relevance of current support and identify lessons and recommendations to inform future local health systems strengthening. A focus will be on identifying emerging areas of support that have the potential to help countries to transform health systems.

WB and IFC

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

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

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

Forward Look & Capital Increase

Sustainable & Inclusive Growth

IDA 20 Special Themes:

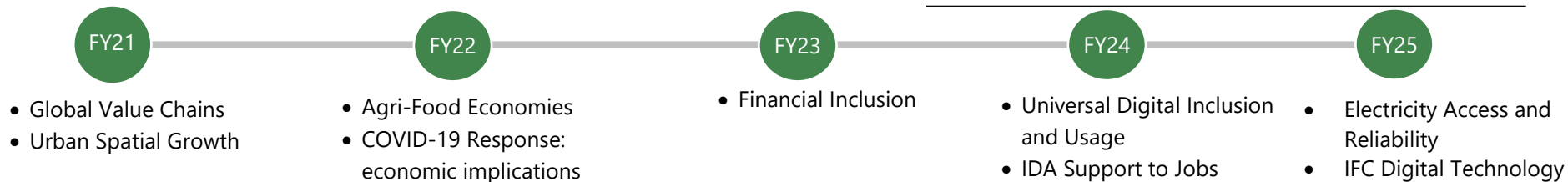
Jobs & Economic Transformation

IFC 3.0:

Cross Sector Impacts: Employment Creation & Economic Growth



Evaluations



Universal Digital Inclusion (FY24)

Strategic Relevance



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

Key Issues



This evaluation assesses the WBG's work in digital connectivity, usage, and inclusion by focusing on outcomes on the ground. It aims to understand the extent to which the WBG has helped achieve increased availability of digital infrastructure and connectivity in client countries, and to shed light on whether the WBG has supported inclusive and affordable digital access and whether the Bank Group has promoted demand side factors relating to digital accessibility, such as digital skills.

Scope



WBG

IDA Support to Jobs (FY24)

The creation of more, better, and more inclusive jobs is critical to overall economic growth, reduction in poverty, and improved shared prosperity. Job generation is even more challenging in IDA countries, where the enabling environment for job creation, capacity building and financial support firms (formal and informal), skills training, and supporting infrastructure are often weak. Identifying and developing strategies, programs, and projects to address the multi-dimensional nature of the problem is critical for job creation.

The evaluation assesses IDA's support for jobs over the period covering the three IDA replenishments during which jobs became an IDA special theme (IDA17-19). It assesses the contribution of IDA's Bank Group financing to improving outcomes related to more, better, and more inclusive jobs. The evaluation will also provide lessons and recommendations to inform the design of the Bank Group's future multidimensional jobs support and enhance IDA's effectiveness in this space.

IDA, IFC, MIGA

Electricity Access and Reliability (FY25)

Strategic Relevance



More than 1 billion people do not have access to electricity. A similar number have access but receive electricity services that do not meet standards for the quantity and reliability of service that an efficiently performing sector should provide. These shortcomings in performance affect human welfare and quality of life, as electricity access enables transformative progress in education, health care, access to water, essential communications, and information, and access to financial services and opportunities for income generation.

Key Issues



This evaluation expands on an earlier evaluation on Electricity Access (FY15). This update evaluation will review the extent to which lessons and recommendations from the earlier (and other evaluations) have been taken into account in WBG programs and strategies, and what other steps could be taken to enhance the quality, reliability and affordability of electricity service.

Scope



WBG

IFC Digital Technology (FY25)

The digital economy currently makes up more than 15% of the global GDP and it has grown 2.5 times faster over the previous ten years than the GDP of the physical world (World Bank). Private companies and ventures in Low and Middle-Income Countries have a tremendous opportunity to grow – and contribute to their countries' development – by taking part in the digital economy. This will in turn contribute to achieve several Sustainable Development Goals, especially (1) building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation (SDG9); (2) promoting economic growth and creating quality jobs, in turn reducing poverty (SDGs 8, 1); and (3) providing the means to deliver high-quality goods and services in several sectors, including health care, education, finance, commerce, governance and agriculture, among others (SDG3, 4, 11).

The evaluation will assess the extent to which the IFC supports development of digital technology companies and new ventures that are transforming industries; contributing to inclusive growth, including by creating jobs; and realizing strong returns. IFC's Disruptive Technologies & Venture Capital Group and other IFC Groups, including the Global Financial Institution Group, have provided investment and advisory services to digital technology companies across several industries – e.g., agtech, climate tech, edtech, e logistics, fintech and health tech among others – for more than a decade. The evaluation will assess the effectiveness and relevance of IFC's past support to digital technology companies and ventures, with a view to inform its future interventions. The evaluation will complement – and build upon the findings of – the 2021 Mobilizing Technology for Development corporate evaluation and the upcoming Universal Digital Inclusion and Usage evaluation, as well as evaluations that assess World Bank Group support to development or use of digital technology in specific sectors, such as the upcoming Financial Inclusion evaluation.

IFC



Governance & Institutions

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

SDG goals #1, 16:

No Poverty
Peace and Justice



IDA 20 Cross-Cutting Theme:
Governance & Institutions

Evaluations



Public Institutions for Transparency & Accountability (FY24)

Strategic Relevance

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

Key Issues

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

Scope

WB

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

SDG goals #17:

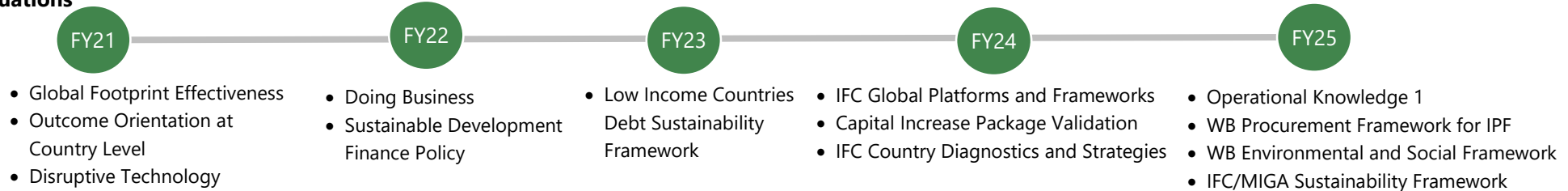
Partnerships for the goals



Forward Look & Capital Increase

Better and Stronger WBG

Evaluations



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

The World Bank Group’s Capital Increase Package in the Context of the Forward Look (FY24)

Strategic Relevance



The WBG shareholders endorsed a capital increase package (CIP) on April 21, 2018. The CIP had two parts: (i) a financing package to enhance financial capacity of IBRD and IFC and (ii) a policy package, which committed Bank Group management to a set of policy actions linked to the Bank Group’s Forward Look strategy. The CIP committed to annual reporting on its implementation progress and an independent assessment after five years.

Key Issues



IEG will provide an independent assessment that will validate management’s annual CIP progress updates based, to a large extent, on management’s annual Capital Package and Forward Look implementation updates to the Board of Governors; assess the Bank Group’s implementation of the CIP’s policy measures based on a large number of relevant board reports; and assess results related to the CIP’s and Forward Look’s strategic priorities, using board reports, IEG evaluations, semi-structured interviews, and technical discussions with units in charge of reporting.

Scope



WB and IFC

IFC Global Platforms and Frameworks (FY24)

IFC Global Platforms are groups of projects of a similar nature are processed in an expedited fashion. Platforms help the IFC to maximize its development impact, including by creating markets, and enabling more private sector participation across emerging markets in a cost-efficient manner. They also aim to help clients improve performance, diversify funding sources, achieve sustainability, avoid, or mitigate adverse impacts, and manage sectorial risks.

IEG’s evaluation aims to assess whether platform approaches offer IFC a means to achieve its capital increase and IFC 3.0 objectives, meet shareholders’ and clients’ expectations, and address development challenges at scale.

IFC

IFC Country Diagnostics and Strategies (FY24)

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

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

IFC

WB Procurement Framework for IPF (FY25)

The World Bank's Procurement Framework for IPF became effective in 2016. The vision of the reform was value for money with integrity, and there was also a greater emphasis on supporting procurement capacity building. There is little doubt that the current procurement system is an improvement, based on learning from the 2014 IEG evaluation and consultations conducted by the World Bank to carry out the reform. The evaluation objective is to assess the results, successes, and challenges of the World Bank's procurement since the reforms made in 2016 and thus help inform its continuation.

Strategic Relevance



Assess the Procurement Framework's success in supporting operational procurement in World Bank projects (that is, the achievement of fit for purpose, efficiency, economy, integrity, fairness, transparency, and value for money). Assess to what extent the World Bank has improved its procurement capacity building in countries since the 2016 reform.

Key Issues



Scope



WB

WB Environmental & Social Framework (FY25)

The ESF applies to all IPF projects initiated on or after October 1, 2018. It supports green, resilient and inclusive development by strengthening protections for people and the environment and making important advances in areas such as labor, inclusion and non-discrimination, gender, climate change, biodiversity, community health and safety, and stakeholder engagement. The ESF places an emphasis on strengthening national environmental and social management systems and institutions, and supporting Borrower capacity building. A key part of the FCV is to develop approaches that will help with the prevention of and response to Gender-Based Violence (GBV).

This evaluation seeks to evaluate whether the ESF has led to improvement in protection of the environment and people; including a special focus on the extent to which projects seek to address GBV. In addition, the evaluation will assess the cost efficiency of implementing the ESF, and potential trade-offs.

IEG's evaluation is complementary to the recent work of GIA's relating to the ESF, which focused on Internal Capacity (FY21), Client Capacity Building (FY22), and Grievance Response Mechanism (FY23).

WB

Operational Knowledge 1 (FY25)

The Strategic Framework for Knowledge (SFK), finalized in 2021, captures the WBG's current approach to the knowledge agenda. The SFK's stated goal is to "move from being impactful some of the time to being impactful all the time." One of the key goals of the framework is to realize WBG's potential to learn from its operations and ensure its role as a leader in development innovation.

This evaluation will develop lessons, findings, and recommendations on what measures would help ensure that World Bank financed operations have impactful learning all the time. To do so, the evaluation will seek to (a) identify what types of knowledge input was used to inform the design and implementation of Bank-financed operations, in what context, and why; (b) survey current practices across operational units to assess to what extent practices enable knowledge inputs; (c) review what knowledge processes could be either continued, reinforced, adjusted, or dropped, under which conditions; and (d) provide recommendations to help operational units achieve more consistent knowledge inputs to operations. The evaluation will also (e) develop hypotheses about the roles of different types of knowledge and learning in World Bank operations that future evaluations can explore. IEG plans to follow this evaluation with other evaluations covering different aspects of World Bank knowledge production and use.

WB

IFC/MIGA Sustainability Framework (FY25)

The IFC and MIGA have supported development and application of sustainable environmental and social standards in the private sector for decades. IFC's and MIGA's Sustainability Frameworks, originally adopted in 2006 (IFC) and 2007 (MIGA) and revised in 2012 (IFC) and 2013 (MIGA) reflect the institutions' commitment to sound environmental management and social development. Companies' adoption of the IFC's and MIGA's environmental and social Performance Standards is often a prerequisite for companies to raise funds, particularly from international markets. The IFC and MIGA have also increasingly focused on providing support to enable client companies to meet environmental and social requirements.

The evaluation will assess the effectiveness of IFC and MIGA Sustainability Frameworks and of their applications, including the effectiveness of IFC's and MIGA's support to client companies in meeting environmental and social requirements. Possible areas of focus (for deep dive analysis) include the adoption of environmental and social requirements for gender equality, in Financial Intermediary operations and in operations that support development of supply chains and achievement of resource efficiencies. It will build upon the findings of other IEG evaluations that assessed the implementation of E&S requirements in various sectors, including the 2022 Agrifood System evaluation and the 2023 Demand Side Energy Efficiency evaluation, and on the findings of the June 2020 external evaluation "External Review of IFC/MIGA E&S Accountability, including CAO's Role and Effectiveness Report and Recommendation".

IFC and MIGA

Annex B: FY20-23 Evaluations by Work Streams

Work Streams	FY20	FY21	FY22	FY23
Gender		<ul style="list-style-type: none"> Gender Mid Term Review 		<ul style="list-style-type: none"> Gender Equality in FCVs
Fragility, Conflict, and Violence	<ul style="list-style-type: none"> IFC in FCV (Synthesis) 	<ul style="list-style-type: none"> IDA PSW (Synthesis) 	<ul style="list-style-type: none"> Engagement in Situations of Conflict IFC & MIGA Support for Private Inv. in FCS (incl. PSW) 	
Climate Change and Environmental Sustainability	<ul style="list-style-type: none"> Sustainable Irrigation (meso) 	<ul style="list-style-type: none"> Natural Resources Degradation Renewable Energy 	<ul style="list-style-type: none"> Disaster Risk Reduction Agri-Food Economies Solid Waste Management 	<ul style="list-style-type: none"> Energy Efficiency Private Sector Participation in Climate Action
Mobilizing Finance for Development		<ul style="list-style-type: none"> Private Capital Mobilization 	<ul style="list-style-type: none"> IFC Investment in K-12 Education 	<ul style="list-style-type: none"> Domestic Revenue Mobilization IFC Additionality in MICs
Human Capital	<ul style="list-style-type: none"> Drivers of Education (meso) 	<ul style="list-style-type: none"> WBG Support to Aging Countries 	<ul style="list-style-type: none"> Undernutrition 	<ul style="list-style-type: none"> COVID-19 Human Capital
Jobs, Growth & Shared Prosperity	<ul style="list-style-type: none"> SME Support (Synthesis) 	<ul style="list-style-type: none"> Urban Spatial Growth 		<ul style="list-style-type: none"> COVID-19 Economic Implications Financial Inclusion
Governance & Institutions	<ul style="list-style-type: none"> Public Utility Reform (Synthesis) 	<ul style="list-style-type: none"> Addressing Country Level Fiscal and Financial Sector Vulnerabilities Public Finance and Debt Management SOE Reforms 		
WBG Corporate Effectiveness	<ul style="list-style-type: none"> Convening Power MIGA non-honoring of government debt obligations (meso) 	<ul style="list-style-type: none"> Disruptive Technology WBG Readiness Outcome Orientation at Country Level RAP 2020 	<ul style="list-style-type: none"> Sustainable Development Finance Policy (SDFP) Global Footprint Effectiveness Doing Business RAP 2021 	<ul style="list-style-type: none"> Low-Income Country Debt Sustainability Framework RAP 2022
CPE	<ul style="list-style-type: none"> Philippines Albania 		<ul style="list-style-type: none"> Bangladesh Chad 	<ul style="list-style-type: none"> Kyrgyz Republic Morocco Ukraine Mozambique Madagascar

Annex C: FY24-25 Evaluations - Work Stream Intersections

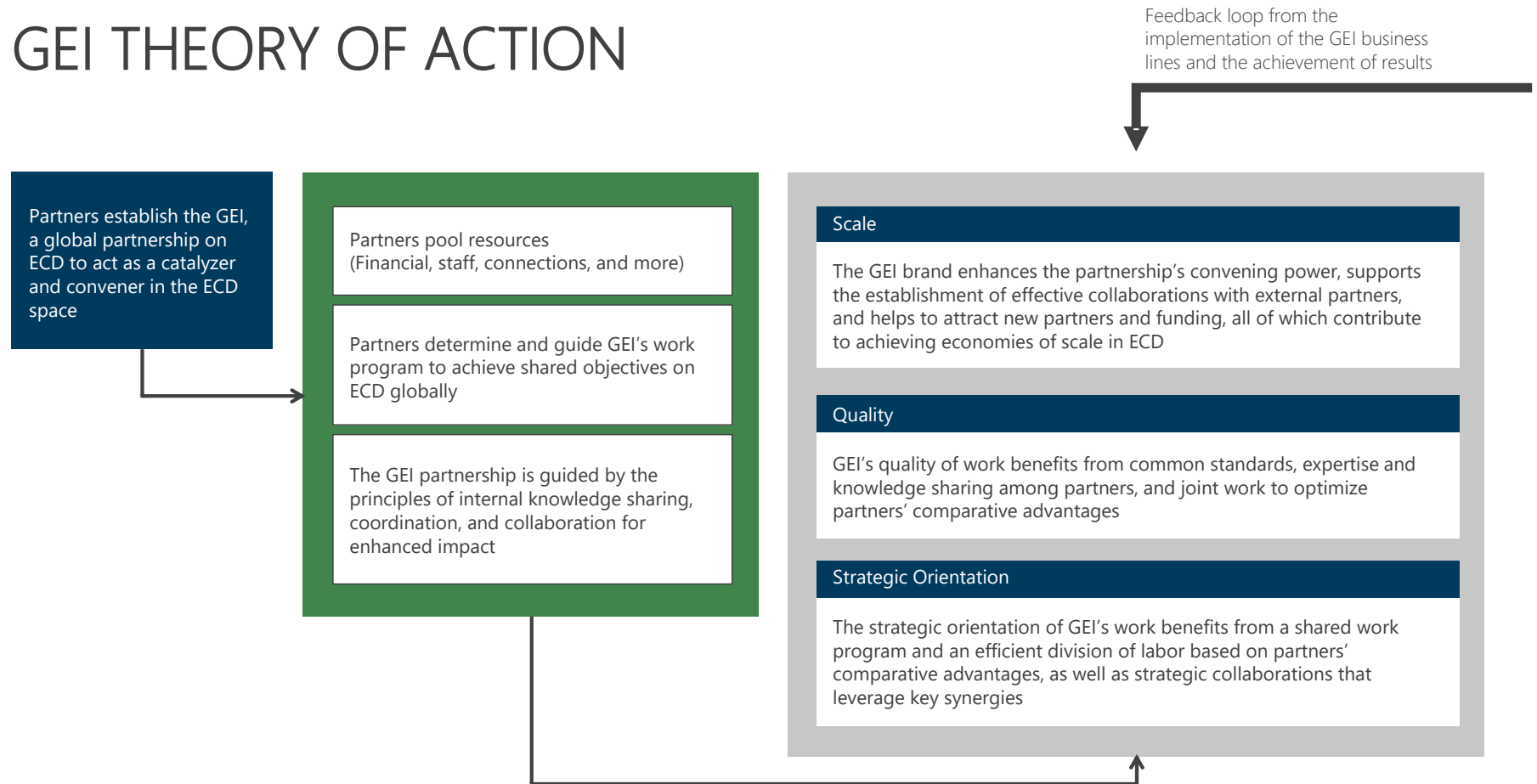
* = main work stream
 ✓ = Intersecting work stream

		Gender	FCV	Climate Change & Environmental Sustainability	Mobilizing Finance for Development	Human Capital	Jobs, Growth, & Shared Prosperity	Governance & Institutions	WBG Corporate Effectiveness
FY24	Public Institution Transparency & Accountability							*	
	Blue Economy			*		✓	✓		
	Cascade Approach				*				✓
	WBG Gender Strategy	*							✓
	Capital Package								*
	IDA Support to Jobs					✓	*	✓	
	Learning Crisis	✓				*	✓		
	IFC Country Diagnostics & Strategies				✓	✓	✓		*
	Universal Digital Inclusion and Usage					✓	*		
FY25	FCV Strategy	✓	*						
	Biodiversity/REDD+			*					
	Water Resource Management 1			*					
	Private Capital Facilitation				*				
	Pandemic Preparedness / One Health					*			
	Electricity Access and Reliability						*		
	WB Environmental and Social Framework	✓							*
	IFC Global Platforms and Frameworks				✓				*
	WB Procurement Framework for IPF							✓	*
	Operational Knowledge 1								*
Adaptive Social Protection						*	✓		

Appendix D: IEG Learning Engagements FY21-23

Title	WBG Counterpart Department/ Unit
FY21	
Using DPF to support Anti-Covid19 Crisis Response: Lessons from IEG Evaluations of DPFs in Past Crises	Human Capital GP
How to improve WBG interventions in Justice and Security sectors: evidence from IEG evaluations (2005-2020)	Governance GP
Improving Road Safety Project Designs and Results Measuring	Global Road Safety Fund (GRSF) and the Western Africa Transport Unit (IAFT4)
Scaling up PPP programs – experience from World Bank operations	Infrastructure, PPP, and Guarantees (IPG) GP
Anticipating an economic impact of urban infrastructure projects	Urban, Disaster Risk Management, Resilience, Land (URL) GP
Joint IFC / IEG Financial Industry Group (FIG) Sector Highlights	IFC Financial Institutions Group
Lessons of Experience from Credit Bureaus AS portfolio	IFC Financial Institutions Group, IFC Africa AS
Toward the Development of GP specific JOBs Theories of Change	Social Protection and Jobs GP
Environmental and Social (E&S) Sector Highlights	IFC E&S Policy and Risk Management
FY22	
Technical deep dive and collection of lessons from water operations	Water GP
Supporting World Bank Climate Change M&E additional finance	Climate Change
Developing a MEL Framework at GFDRR part 1	GFDRR (Global Facility for Disaster Risk Reduction)
FY23	
Developing a MEL Framework at GFDRR part 2	GFDRR (Global Facility for Disaster Risk Reduction)
IFC Infrastructure Sector Highlights - with a deep dive analysis on climate change projects	IFC Infrastructure
How to improve WBG interventions in Justice and Security sectors	Governance GP

GEI THEORY OF ACTION



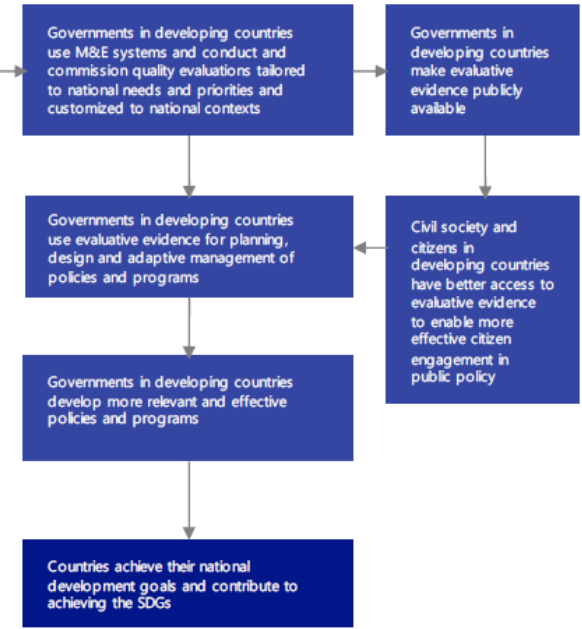
External & Internal Assumptions

- Scale**
The GEI brand enhances the partnership's convening power, supports the establishment of effective collaborations with external partners, and helps to attract new partners and funding, all of which contribute to achieving economies of scale in ECD
- Quality**
GEI's quality of work benefits from common standards, expertise and knowledge sharing among partners, and joint work to optimize partners' comparative advantages
- Strategic Orientation**
The strategic orientation of GEI's work benefits from a shared work program and an efficient division of labor based on partners' comparative advantages, as well as strategic collaborations that leverage key synergies

- Develop a culture of evidence-informed decision making in developing countries**
 - > GEI contributes to bringing together national and international stakeholders to better coordinate evaluation plans and initiatives to strengthen M&E systems and capacities in (selected) developing countries
 - > GEI engages in awareness-raising activities on the role of M&E among governments and other stakeholders in developing countries
 - > GEI provides TA and advisory services to governments in (selected) developing countries:
 - To strengthen the enabling environment (understanding of the role of M&E in learning and accountability; legislation; policies)
 - To develop and support organizational processes and systems
- Strengthen a cadre of evaluators, M&E specialists, and other evaluation stakeholders in developing countries** (especially in priority M&E areas: gender, environmental sustainability and inclusion)
 - > GEI provides tailored global, regional, national M&E trainings to evaluation stakeholders from developing countries
 - > GEI provides institution-specific training on M&E issues to governments in (selected) developing countries
 - > GEI establishes a scholarship scheme to support training M&E professionals, prioritizing (E)FDEs
 - > GEI establishes an internship program for (emerging) evaluators and M&E specialists in developing countries
 - > GEI develops, applies and shares good practices and international standards for M&E training
 - > GEI helps develop quality M&E curricula and competencies in (selected) academic institutions in developing countries
- Generate M&E knowledge** (especially in priority M&E areas: gender, environmental sustainability and inclusion)
 - > GEI collects and curates knowledge and lessons learned from internal and external sources
 - > GEI (co-) conducts research and (co-)generates knowledge on M&E related themes, practices, processes, systems and methods
- Share M&E knowledge** (especially in priority M&E areas: gender, environmental sustainability and inclusion)
 - > GEI publishes and shares knowledge through publication series, tools and learning events
 - > GEI (co-) implements a dedicated knowledge platform on M&E issues
 - > GEI (co-) organizes the National Evaluation Capacities (NEC) Conference
 - > GEI organizes the Local Evaluation Week
 - > GEI (co-) organizes and participates in other learning and convening events
 - > GEI collaborates with ECD partners to facilitate knowledge sharing and dialogue

- Governments in developing countries are increasingly capable of coordinating evaluations at central government and sectoral levels as well as initiatives to strengthen M&E systems and capacities
- Governments and other stakeholders in developing countries better understand the role of M&E in (evidence-informed) decision-making, organizational learning and accountability
- Governments in developing countries put in place or improve a regulatory and policy environment that helps practitioners and decision-makers to produce and use evaluative evidence more effectively
- Governments in developing countries put in place or improve M&E organizational frameworks, processes and systems to support (evidence-informed) decision-making, organizational learning and accountability
- Governments and other stakeholders in developing countries are better capable of conducting evaluations and of managing and using M&E systems for (evidence-informed) decision-making, organizational learning and accountability (especially in priority M&E areas: gender, environmental sustainability and inclusion)
- Governments and other stakeholders in developing countries use M&E knowledge products and attend knowledge events

GEI Theory of Change



Feedback

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

Finding New Opportunities for Leadership on M&E in Colombia

For the last two years, a GEI team has been providing technical and advisory services to Colombia's National Department of Planning (DNP), focusing on several intersecting factors that are influencing the uptake of evaluation findings in Colombia:

- The GEI team provided feedback and recommendations to DNP on the official commitment of the Colombian government to improve its national M&E system in the period of 2022-2026.
- With the support of GEI, DNP staff and invited academics from Colombia attended an online workshop on impact evaluation, organized by GEI Associate Partner, 3ie.
- The GEI team supported the development of a document that summarized the main results and recommendations of policy evaluations carried out in 2018-2022. This was a key input for the process of connecting with the incoming administration in October 2022.
- GEI supported DNP in the organization of various events for gLOCAL Evaluation Week 2022 to share recent experiences around their goal of increasing the use of evaluations in the Colombian national M&E system.

Madagascar Moving Forward on National M&E

In November 2020, the government of Madagascar, along with CLEAR-Francophone Africa (FA), CLEAR-Anglophone Africa (AA), UNICEF, and UNDP agreed to pool their resources to support building a new, whole-of-government national evaluation system.

Under the guidance of Steering and Technical Committees, CLEAR-FA and CLEAR-AA supported the country in undertaking GEI's Monitoring and Evaluation Systems Analysis (MESA) diagnostic, leading to the development of the national evaluation policy (PNEVal), for which CLEAR-FA provided technical assistance in 2021.

In December 2022, CLEAR-FA organized consultation meetings with a range of government officials, academics, and UN experts, which led to the unanimous approval of the 2023-2024 Joint Roadmap to improve M&E coordination among all stakeholders. Throughout the implementation of the Roadmap, CLEAR-FA will continue to provide technical support toward building a country-owned and country-focused national M&E system in Madagascar.

Powered by Evidence: Supporting Mozambique's M&E Journey

GEI Implementing Partner, CLEAR Lusophone Africa and Brazil (CLEAR-LAB), in collaboration with UNICEF-Mozambique, are working closely with government partners to support the institutionalization of evaluation and the use of evidence for decision-making and learning in Mozambique.

CLEAR-LAB worked closely with the National Director of Monitoring and Evaluation's office to conduct a MESA in 2020, mapping public sector institutions and stakeholders and developing a Capacity Development Plan to guide further activities to strengthen the national M&E system. Informed by the MESA diagnostic, CLEAR-LAB is now supporting Mozambique's efforts to further implement the Capacity Development Plan.

In addition, as part of its efforts to build the capacities of local evaluation professionals, GEI funded an internship for a young evaluator from Mozambique as part of its "Hands-On Learning" Program for Young and Emerging Evaluators, who assisted CLEAR-LAB in 2022.

In support of Mozambique's first multisectoral rapid evaluation, CLEAR-LAB is also mentoring an Evaluation Committee to evaluate the National Water Policy.

More detailed case stories will soon be available on GEI's website.

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

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

Monitoring Plan

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

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

Evaluation Plan

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

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

In FY23, an independent external evaluation of IEG was concluded (as described in Chapter 3), with a set of recommendations for IEG to further enhance its influence and performance. An action plan will be developed in FY24 to address these recommendations.

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 I: Strategic Results

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

Just as IEG evaluates the WBG for impact on development outcomes, IEG also seeks to monitor itself for impact on the WBG and other stakeholders. IEG evidence is routinely used by the WBG Board in its discussions, and its guidance to management. **In FY23, IEG wrote three synthesis notes on (i) the Country Engagement Model; (ii) Outcome Orientation, and (iii) Convening, Global Public Goods and Knowledge, to assist the Board in its discussions on the Evolution Roadmap.** IEG evaluations were also cited in at least 13 other Board discussions on various topics. IEG expects to deliver the additional notes to the Board as discussions on the Evolution Roadmap continue, as well as the Validation of the Capital Increase Package. In addition, IEG is preparing several evaluations to inform the upcoming IDA20 midterm review, including the IDA-PSD Update and IDA Support to Jobs.

IEG's expertise is highly valued. IEG works closely with WBG Management on actions needed to implement IEG recommendations. IEG also works with management in improving monitoring and evaluation, such as creating new methodology for evaluating portfolios affected by force majeure. Outside the WBG, IEG's experts have provided training, led workshops, participated in panels, and presented at numerous MDBs, aid agencies, conferences, and universities.

The **Global Evaluation Initiative** has trained almost 3000 participants from around the world in FY23. GEI has also deepened its work in 21 priority countries. In addition to basic training, it is working in-depth with counterparts to develop national evaluation strategies, develop M&E capacity, and to launch evaluations of government programs

ACCOUNTABILITY		
IEG evaluations provide relevant information to the Board on WBG's results and development effectiveness.		
Indicator	Current (FY23)	3 yr avg
IEG products improved the Board's understanding of WBG's development effectiveness	64%	82%
IEG evaluations align with the WBG's strategic priorities	87%	70%

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE

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

Indicator	Current (FY23)	3 yr avg
Use of IEG to learn about factors of development effectiveness across sectors/ themes	39%	47%
Use of IEG to learn about factors important to the design of a specific lending/ non-lending operation	38%	35%
NEW INDICATOR: Use of IEG products to inform the design of a specific lending /non-lending operation ⁶	83%	n/a

EVALUATION CAPACITY DEVELOPMENT

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

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

⁶ 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 remained relatively low, averaging 35% in the last three years. However, in analyzing this low result, IEG reviewed the data and 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 focused 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, 83% engage with IEG products to learn about project design or supervision.

Tier 2: IEG Outputs

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

IEG organized an **Annual Meeting event** in collaboration with the Sustainable Development (SD) Practice Group and the Global Facility for Disaster Reduction and Recovery (GFDRR) focused on building the development case for investing in disaster risk reduction as a key component of adapting to climate change. The event was informed by IEG's recent [Disaster Risk Reduction evaluation](#). Apart from building relations with key Bank counterparts, the event also highlighted IEG's contribution to both a corporate and global development priority.

IEG prepared three just in time notes in response to a request from the Steering Committee of the Board for inputs for the Executive Directors' consideration in a special discussion of the **WBG Evolution Roadmap**. The three notes compile relevant findings, lessons, recommendations, and key areas relevant for the discussions about how to evolve the WBG, covering: Convening, Global Public Goods & Knowledge; Outcome Orientation; and the WBG Country Engagement Model.

IEG also delivered its first batch of **Evaluation Insight Notes** (see summaries in Chapter 2), to provide insights to relevant issues at the operational level on i) Transport Decarbonization; ii) Indigenous Peoples; and iii) Domestic Revenue Mobilization.

IEG evidence has informed multiple Board and Management discussions, with the 2023 **Stakeholder Engagement Survey** showing high levels of satisfaction with the quality of IEG work across all respondents, with Board respondents the most satisfied. In FY23, IEG almost doubled the number of **WBG-facing learning events** sponsored by IEG.

The **Global Evaluation Initiative (GEI)** made strides forwards despite a challenging donor climate, with several of its key country engagements resulting in important outputs. Furthermore, GEI absorbed the knowledge platform BetterEvaluation, which will serve as the basis for GEI's knowledge sharing and generation.

ACCOUNTABILITY		
IEG assesses WBG programs and activities on their expected results through evaluations and project validations		
Indicator	Current (FY23)	Target
Number of evaluations, including thematic evaluations and the annual RAP	15	10-13
Number of country program evaluations per year	5	3-4

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

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE

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

Indicator	Current (FY23)	Previous year (FY22)
Number of DGE statements sent to the Board, including Regional and Global Updates	3	15
Number of Board discussions where IEG evaluations or reports were referenced	13 (as of May 12, 2023)	11
Number of Learning Engagements	3	4
Number of Evaluation Insight Notes (previously JIT notes and Synthesis reports)	3 (as of May, 2023)	0
Number of WBG learning events co-sponsored by IEG	33	17
Level of engagement with IEG outreach platforms, per IEG client survey (client survey)	39%	32%

EVALUATION CAPACITY DEVELOPMENT

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

	Current (FY23)	Minimum Benchmark (FY21 numbers)
Number of countries where GEI has provided technical assistance or advisory services	11	14

Number of institutions where GEI has provided technical assistance or advisory services	n/a ⁷	n/a
Number of trainings provided with global, regional, national or institutional reach	36	58
Number of people trained	2,826	9,186
Number of knowledge products (co-) created by GEI	30	38
GEI external knowledge platform established and functional (sharing information on GEI knowledge products, and external resources)	Yes (GEI absorbed the BetterEvaluation Platform in 2023 which will function as the main knowledge platform for GEI.	N/A
Number of GLOCAL knowledge events held	369	255
Number of GLOCAL event participants	15,689	17,585

⁷ Indicator not tracked in FY23.

Tier 3: IEG Performance

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

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

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

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

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

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

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

EVALUATION PLANNING		
IEG prepares its work program in consultation with key stakeholders and responds to their needs. IEG also delivers its work program in a resource efficient manner.		
Indicator	Current (FY23)	3 yr avg
Satisfaction on timeliness of IEG reports	77%	77%
Satisfaction with the relevance of evaluation reports	84%	80%

Satisfaction with the process of engagement on IEG evaluations	76%	74%
IEG's budget as a percentage of WBG total administrative budget	1%	1%
Indicator	Current (FY23)	Targets
% of evaluations delivered in Q4 of the fiscal year	33%	<25%
% of overall IEG budget overrun/underrun	1%	1-2%

CONTRIBUTION TO CORPORATE GOALS		
IEG is committed to ensuring a diverse and inclusive workplace for its staff		
Indicator	Current (FY23)	Target
IEG Gender Balance Ratio	0.821	1.0
Indicator	Last survey (FY22)	3 yr average
IEG Inclusion Index from the staff engagement survey	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	Current (FY23)	3 yr avg
% of local consultants hired	15%	13%
Satisfaction with overall quality of IEG products	81%	80%
Indicator	Current (FY23)	Targets
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, and with prudent resource management

Indicator	Current (FY23)	Minimum Benchmark (FY21 numbers)
Number of partners engaged in GEI	27	20

IEG Results Framework Indicator Descriptions

Tier 1: Strategic Results

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

ACCOUNTABILITY			
IEG evaluations provide relevant information to the Board on WBG's results and development effectiveness.			
Indicator	Description	Current	3 yr avg
IEG products improved the Board's understanding of WBG's development effectiveness	% of respondents who agree or strongly agree to the IEG client survey question "To what extent do you think IEG's work in the past 12 months has improved your understanding of the World Bank Group's development effectiveness?"	2023 IEG client Survey Data	Average of 2020, 2021, and 2022
IEG evaluations align with the WBG's strategic priorities	% of respondents who agree or strongly agree to the IEG client survey question "How aligned are IEG evaluations with the World Bank Group's strategic priorities?"	2023 IEG client Survey Data	Average of 2020, 2021, and 2022

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE			
IEG evaluations inform decision-making processes at different levels in the WBG to improve the development effectiveness of the WBG's programs and activities, and their responsiveness to member countries' needs and concerns.			
Indicator	Description	Current	3 yr avg
Use of IEG to learn about factors of development effectiveness across sectors/ themes	% of respondents who selected the IEG client survey question option "Over the last 12 months, for what purpose have you engaged with IEG evaluation activities? To learn about factors of development effectiveness across sectors or themes."	2023 IEG client Survey Data	Average of 2020, 2021, and 2022
Use of IEG to learn about factors important to the	% of respondents who selected the IEG client survey question option "Over the last 12 months, for what purpose have you engaged	2023 IEG client Survey Data	Average of 2020, 2021, and 2022

design of a specific lending/ non-lending operation	with IEG evaluation activities? To learn about factors important in the design of a specific lending or non-lending operation.”		
Use of IEG products to inform the design of a specific lending /non-lending operation	% of respondents who selected the IEG client survey question 17: “Do you think IEG products are useful for the design or supervision of an operation?.”	2023 IEG client Survey Data	New indicator in FY23

EVALUATION CAPACITY DEVELOPMENT			
IEG strengthens M&E capacity, systems, and culture in WBG client countries through partnerships and direct efforts.			
Indicator	Description	End of first GEI cycle value (FY25)	Target value by FY25
Higher quality of selected evaluations in countries and institutions that have received support from GEI		TBD	20

Tier 2: IEG Outputs

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

ACCOUNTABILITY			
IEG assesses WBG programs and activities on their expected results through evaluations and project validations			
Indicator	Description	Current	Target
Number of evaluations, including thematic and country evaluations and the annual RAP	IEG produces sector, thematic, and country evaluations as well as project evaluations to assess whether the WBG programs and activities are producing the expected results	# of Evaluations esubmitted in FY23	IEG’s target number of thematic, other, and country program evaluations indicated in the work program report

Number of country program evaluations			
Number of country program evaluations	IEG reviews and validates self-evaluations conducted by the WBG of its strategies and operations	% Coverage ratio of micro products for FY23	IEG's target coverage ratio of validation products indicated in the work program report

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE

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

Indicator	Description	Previous Year
Number of DGE statements sent to the Board	Total number of DGE statements sent to the Board in FY22, including the RAP notes for the Region/ GP Board Updates	FY22 number
Number of Board discussions where IEG evaluations or reports were referenced	Number of board meetings where IEG's work was referenced by EDs during the discussion in FY22. This is not an exhaustive number as IEG is not present in all Board meetings.	FY22 number
Number of Learning Engagements	Total number of learning engagements delivered in FY22	FY22 number
Number of Evaluation Insight Notes	Total number of EINs delivered in FY22	FY22 number
Number of WBG learning events co-sponsored by IEG	Total number of learning events (excl. learning engagements) co-sponsored by IEG in FY22, including but not limited to RMES	FY22 number
Level of engagement with IEG outreach platforms, per IEG client survey (client survey)	An average % for "Read blogs", "Attended BBLs and/or workshops", "Watched presentations and/or workshops", "Visited web site (IEG or WBG)" out of the total number of options selected in response to the IEG client survey question "Which specific IEG activities did you engage with (over the past 12 months)" including "Read reports", "Read blogs", "Attended BBLs and/or workshops", "Watched	FY22 number

presentations and/or workshops”, “Visited web site (IEG or WBG)”, “Other”, “None of the above”.

EVALUATION CAPACITY DEVELOPMENT

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

Indicator	Description	Baseline	Current
	Number of countries where GEI has provided technical assistance or advisory services	FY21 data	FY23 data
	Number of institutions where GEI has provided technical assistance or advisory services		
	Number of trainings provided with global, regional, national, or institutional reach		
	Number of people trained		
	Number of knowledge products (co-) created by GEI		
	GEI external knowledge platform established and functional (sharing information on GEI knowledge products, and external resources)		
	Number of GLOCAL knowledge events held		
	Number of GLOCAL event participants		

Tier 3: IEG Performance

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

EVALUATION PLANNING			
IEG prepares its work program in consultation with key stakeholders and responds to their needs. IEG also delivers its work program in a resource efficient manner.			
Indicator	Description	Current	3 yr avg
Satisfaction on timeliness of IEG reports	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question “Thinking of all the IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects: Timeliness”	2023 IEG client Survey Data	Average of 2020, 2021, and 2022
Satisfaction with the relevance of evaluation reports	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question “Thinking of all the IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects: Relevance to your work”	2023 IEG client Survey Data	Average of 2020, 2021, and 2022
Satisfaction with the process of engagement on IEG evaluations	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question “Thinking of all the IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects: process of engagement”	2023 IEG client Survey Data	Average of 2020, 2021, and 2022
IEG’s budget as a percentage of WBG total administrative budget		FY23	Average of 2020, 2021, and 2022

Indicator	Description	Current	Target
% of evaluations in Q4 of the fiscal year	This indicator aims to measure IEG's efforts to de-bunch the delivery of its evaluations	Estimated FY23 Q4 delivery	IEG aims to deliver its evaluations evenly throughout the 4 quarters
% of overall IEG budget overrun/underrun	Based on corporate norms, IEG's budget can overrun or underrun within a band of 1-2%		1-2%

EVALUATION IMPLEMENTATION

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

Indicator	Description	Current	3 yr avg
% of local consultants hired	Local consultants across major evaluations, PPARs, and all other products (ICRR, XPSR, CASCR, etc.) are considered in this number. This % is the total number of local consultants divided by the total number of all consultants in IEG	FY23	Average of 2020, 2021, and 2022
Satisfaction with overall quality of IEG products	% of respondents who were highly satisfied, satisfied, or somewhat satisfied on the IEG client survey question "Thinking of all the IEG products you have engaged with in the past 12 months, how satisfied were you with the following aspects: Ease of understanding; transparency and clarity of methodology; strong link between conclusions and evidence"	2023 IEG client Survey Data	Average of 2020, 2021, and 2022

Indicator	Description	Current	Targets
Average time between approach paper and final delivery of evaluations	Average number of months between esubmission of Approach Papers and esubmission of final reports of thematic and focused evaluations	FY23	15 months

EVALUATION CAPACITY DEVELOPMENT PERFORMANCE

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

Indicator	Description	Min Benchmark	Current
Number of partners engaged in GEI	Sum of GEI Core and Associate Partners	FY21 number	FY23 number

CONTRIBUTION TO CORPORATE GOALS

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

Indicator	Description	Current	Target
IEG Gender Balance Ratio	WBG HR issued indicator on the gender balance in IEG	FY23	1.0
Indicator	Description	Current	3 yr avg
IEG Inclusion Index from the staff engagement survey	Average positive responses on questions related to inclusion in the WBG staff engagement survey	FY22 (most recent survey results)	2018, 2019, 2022 average