

**FY21**

WORKPROGRAM & BUDGET

FY22-23
INDICATIVE PLAN

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Abbreviations

| | | | |
|----------|---|-------|---|
| CLEAR | Centers for Learning Evaluation and Results | IPDET | International Program for Development Evaluation |
| CLRR | Review of Completion and Learning Review | JET | Training |
| CODE | Committee on Development Effectiveness | LE | Jobs and Economic Transformation |
| COP21 | 21 st Conference of the Parties | MAR | Learning Engagements |
| COVID-19 | Coronavirus Disease 2019 | M&E | Management Action Record |
| CPE | Country Program Evaluation | MfD | Monitoring and Evaluation |
| CPF | Country Partnership Framework | MIGA | Maximizing Finance for Development |
| D&I | Diversity and Inclusion | MTR | Multilateral Investment Guarantee Agency |
| DGE | Director General, Evaluation | OPCS | Mid-Term Review |
| DPF | Development Policy Financing | PCR | Operations Policy and Country Services |
| ECD | Evaluation Capacity Development | PER | Project Completion Report |
| EFDE | Emerging, Fragile, and Developing Economies | PIFED | Project Evaluation Report |
| FCR | Fixed Cost Ratio | PforR | Programme International de Formation en Evaluation du Développement |
| FCS | Fragile and Conflict-affected Situation | PPA | Program for Results |
| FCV | Fragility, Conflict and Violence | PPAR | Performance and Policy Actions |
| FY | Fiscal Year | PSW | Project Performance Assessment Report |
| GBV | Gender Based Violence | RAP | Private Sector Window |
| GEI | Global Evaluation Initiative | SDGs | Results and Performance Report |
| GIA | Group Internal Audit | SDFP | Report |
| HR | Human Resources | WB | Sustainable Development Goals |
| IBRD | International Bank for Reconstruction and Development | WBG | Sustainable Development Financing Policy |
| ICRR | Review of Implementation and Completion Review | XPSR | World Bank |
| IDA | International Development Association | | World Bank Group |
| IEG | Independent Evaluation Group | | Expanded Project Supervision Report |
| IFC | International Finance Corporation | | |

Executive Summary

Strategic Directions for FY21-23

IEG will build on the strategic framework it adopted in FY 20, centering its work program around 6 work streams on i) Gender, ii) Fragility, Conflict, and Violence (FCV), iii) Climate Change and Environmental Sustainability, iv) Mobilizing Finance for Development (MFD), v) Human Capital, and vi) Jobs, Growth, and Shared Prosperity, and 2 cross cutting themes on i) Governance and Institutions, and ii) the WBG's Corporate Effectiveness. IEG will also maintain an increased and balanced focus on country level outcomes.

To contribute meaningfully to the WBG response to the COVID-19 crisis, in the near term, IEG will update its pipeline evaluations to contextualize findings and lessons where relevant. IEG will also respond to WBG management requests for just in time notes that synthesize evidence and lessons from past evaluations to inform the crisis response, and IEG will provide on-demand M&E advice to WBG operational teams working on crisis related programs and play an active role in sharing relevant evaluative insights and lessons drawn from past crises. In the short to medium term, IEG will also conduct early stage evaluations of the WBG's response to the crisis, intended to offer evidence useful to enhancing implementation effectiveness. In the medium to longer term, IEG will undertake ex post evaluations of the impact of the Bank Group's response and lessons to inform future crisis response.

Proposed Work Program

Using a strict selectivity framework, and leveraging wide consultations across the institution, IEG has identified potential topics for evaluations in FY21-22. The proposed topics are aligned with the strategic priorities of the institution and assessed for timeliness and feasibility.

IEG has also embarked on several reviews and initiatives that will strengthen its contribution to the WBG and influence on its stakeholders. IEG and Management worked together to enhance the MAR system to become more focused on important strategic recommendations with a clear potential to enhance the development effectiveness of the WBG and supported by strong commitment from WBG Senior Management. A thorough review of project level evaluations and validations was conducted to identify ways to optimize their learning potential for the institution. IEG is also reviewing its methodologies to support the outcome orientation agenda of the WBG. In addition, a budget review was conducted to benchmark IEG's resources against peer units within the WBG and peer institutions, and to identify potential areas of cost

savings. Finally, IEG has also ramped up its evaluation capacity development (ECD) efforts and is in the process of creating a global partnership dedicated to this agenda.

Budget Request

With the implementation of significant efforts to enhance the value for money of its work for the WBG, IEG's budget request for FY21 is \$37.3 million WBG budget to be approved by the Board. This reflects a 5% decrease in real terms compared to FY 20. The shares of contributions from each of the three institutions (World Bank, IFC, MIGA) remain broadly unchanged from prior years.

1. IEG's Objective and Value Proposition

1.1 **The World Bank Group (WBG) has set ambitious goals to help its client countries eradicate extreme poverty and boost shared prosperity in an increasingly uncertain global environment.** Development challenges in the WBG's client countries are becoming more complex in an increasingly interconnected world and remain vulnerable to many risks including pandemics, natural disasters, economic and financial crises, conflicts, etc. As the current COVID-19 crisis has demonstrated, the impact of these global shocks can be devastating to all countries and populations, significantly more so for the poorest, with the potential to significantly set back progress made towards development goals. The WBG's strategic priorities and commitments set out in its Forward Look, Capital Increase Policy Package, IDA themes, and IFC 3.0 demonstrate the level of ambition needed to reach the twin goals and contribute toward achievement of the Sustainable Development Goals by 2030. It will also require the WBG to be agile and equipped with knowledge and insight from its experience to address these complex development challenges.

1.2 **IEG's objective is to help the WBG meet its goals and enhance its development effectiveness through timely, robust evaluation.** For the WBG to meet its goals, it needs objective evidence on what works, what doesn't, and why, and it needs lessons and insights from its recent past to inform future development operations. This is even more critical during times of global crises, when there is an unprecedented demand for financial and technical support from WBG's client countries and a rapid need for evidence-based lessons and findings.

1.3 **IEG's value proposition is rooted in its mandate to independently assess the outcomes of WBG interventions (accountability) and generate evidence-based lessons to enhance future outcomes (learning).** IEG provides an independent and evidence-based perspective on the impact of the WBG's interventions at a strategic, country, and project level. Through evaluations, IEG can provide answers to complex development questions that may span across multiple sectors and regions. IEG can also provide evaluative lessons at a more granular level through its project level evaluations and validations.

1.4 **To further enhance its value-add to the institution, IEG has implemented several reviews and initiatives to improve its business model and relevance.** IEG is engaging more frequently with WBG counterparts to boost the relevance and learning value of evaluations. Together with WBG management, the Management Action Record (MAR) system has been enhanced to elicit more strategically relevant recommendations and clearer support and commitment from WBG senior management. IEG is also

reviewing its ‘micro products’ business line to optimize their value add to the institution and is conducting a self-evaluation on its overall use value and influence on key stakeholders. Details of these reviews and initiatives are included in the following sections.

1.5 To achieve its objective and enhance its value to the WBG, IEG has aligned its strategic framework to the priorities of the institution. By aligning its strategic framework to the priorities of the WBG, IEG will be able to generate evaluative evidence and lessons in areas where the WBG is focusing its effort and attention. This also involves keeping a clear line of sight to the SDGs and other global development agendas which the WBG prioritizes.

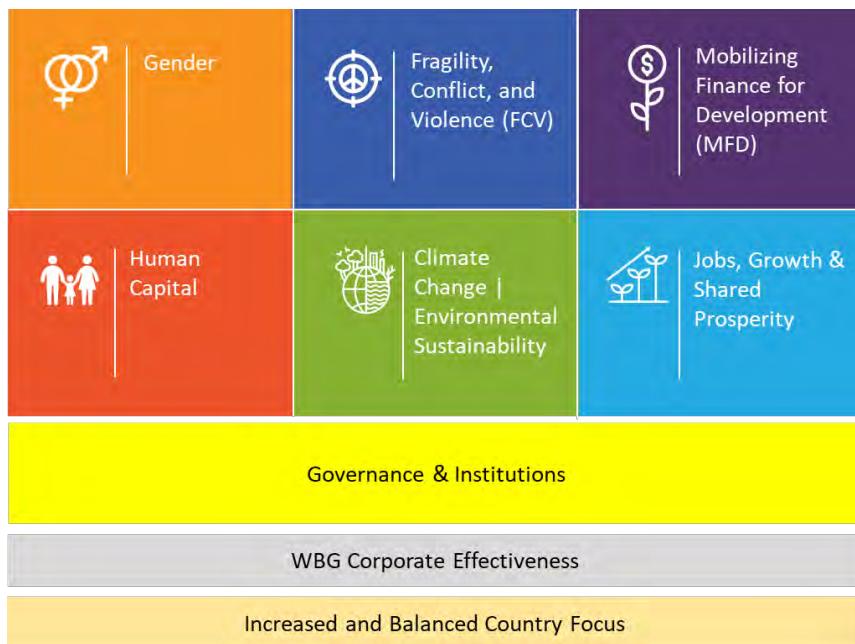
2. IEG's Strategic Framework

2.1 IEG will build on the strategic framework that it adopted last year, centering its work program around 6 work streams and 2 cross cutting themes, with minor adjustments that strengthen alignment with the WBG's priorities. The 6 work streams include Gender, FCV, Climate Change and Environmental Sustainability, Mobilizing Finance for Development, Human Capital, and Jobs, Growth, and Shared Prosperity. The 2 cross-cutting themes are on Governance and Institutions, and WBG's Corporate Effectiveness (see figure 1). Modifications to the strategic framework are as follows:

- The work stream on 'Climate Change' has been expanded to include 'Environmental Sustainability' which will cover topics that relate more to the utilization and conservation of natural resources not directly linked to the climate change agenda.
- The 'Growth and Transformation' stream has been modified to be more explicit about the 'Jobs' agenda which will have even stronger relevance due to the COVID-19 crisis. Moreover, since this stream includes concerns over distribution and inequality, the term 'Transformation' is replaced with 'Shared Prosperity' to convey this more clearly.
- Finally, the cross-cutting theme of 'Effectiveness' has been simplified into 2 main themes. The 'Governance and Institutions' theme aligns with the IDA 19 Special Theme and will include topics on strengthening institutions for better development outcome in client countries. The 'WBG Corporate Effectiveness' theme will include topics that relate to the WBG's outcome orientation, policies, instruments, and internal knowledge work.

2.2 By generating evaluative evidence over time within these work streams, IEG can synthesize lessons and solutions relevant to address key development challenges faced by the Bank Group in these areas. This includes providing lessons on the Bank's progress on its commitments in the IBRD and IFC capital increase package, the Forward Look, IDA themes, and IFC 3.0. It will also help inform the progress of and lessons to improve the Bank's work on global development agendas including the SDGs, the climate change agreement at COP21, and commitments related to the Finance for Development agenda. When sufficient evidence is generated within each stream, IEG will produce synthesis notes to provide a bigger picture view of the WBG's progress in each of these strategic areas. The work streams and the topics within them have significant interlinkages with one another (see Annex 3) as the WBG adopts multi-sectoral approaches to effectively address the development challenges within each stream.

Figure 1: IEG Work Streams and Cross Cutting Themes



2.3 IEG will use its evaluations, including project level evaluations, learning engagements, and validations, to deliver its work program. To respond flexibly to requests from the Board and Management for evaluative lessons on development challenges, IEG will rely on its range of evaluation instruments. While some issues warrant a full-fledged, in-depth evaluation, other development questions can be answered more rapidly through learning engagements, lessons from clustered project evaluations, and synthesis notes.

2.4 IEG will continue to limit the number of larger evaluations to 16 and focus more on generating high quality findings and lessons. In view of the absorptive capacity of the Board and management, IEG will continue to be selective in the topics for its larger evaluations and use other formats to respond to Board and Management's requests. IEG will deliver a total of 16 evaluations per year, including thematic and focused evaluations, CPEs, and the RAP. IEG will also scope its evaluation questions in a more focused manner which enhances their learning and ownership value for WBG management.

2.5 IEG's results framework will be updated in FY 21 to reflect recent initiatives and reviews. Several indicators used in IEG's results framework need to be updated to align with the revised IEG client survey that has been significantly streamlined. Indicators with regards to the delivery of IEG products will also be revised given the shift towards a more flexible work program format. The results framework will also reflect the new MAR system and outcome orientation work.

3. Adjusting to the COVID-19 Crisis

3.1 **For further alignment with the strategic priorities of the WBG, adjusting the work program to the COVID-19 crisis is critical.** The WBG has steered its attention and efforts significantly towards responding to the current crisis. To help the WBG respond effectively to the crisis, IEG will adapt its work program to be able to synthesize and generate evaluative evidence and lessons that are relevant to the COVID-19 pandemic and its consequences.

3.2 IEG will contribute to the WBG's response to the COVID-19 crisis through four main channels: i) evaluations, ii) just-in-time notes, iii) M&E advice and support, and iv) knowledge sharing.

- i. **Evaluations:** Our ongoing evaluations will be adjusted, where relevant, to contextualize findings and lessons to the impacts of the crisis. Early assessments of the WBG's response to the crisis are also proposed in FY 22 that will review the WBG support to protect human capital and address economic consequences. These early assessment evaluations will be learning focused to provide early lessons. In the medium term, IEG will look at the outcomes of the Bank's response to the crisis in the area of protecting human capital, supporting health emergency preparedness, and addressing socio-economic consequences, to generate lessons for potential future crises.
- ii. **Just-in-time notes:** As global concerns were starting to rise in February 2020, IEG issued a just-in-time note that summarized key lessons from past crises such as the Avian Flu Pandemic and the Global Financial Crisis, in response to WBG management demand for evaluative evidence to inform their discussions on responding to the crisis. In April 2020, IEG issued a second note summarizing implementation lessons from social safety nets and Community Driven Development (CDD) projects. IEG will produce similar just-in-time notes with lessons from past evaluations and validations that can be synthesized and respond to specific requests from WBG management.
- iii. **M&E support:** IEG will also contribute by sharing its M&E knowledge and expertise, upon demand, with operational staff designing projects that are responding to and operating in a crisis. This is to ensure that projects that are being planned in an exceptionally short time frame have well-designed M&E frameworks.

- iv. **Knowledge sharing:** IEG will share evaluative lessons and evidence relevant to the COVID-19 crisis both within the WBG and with the wider development community.

3.3 The COVID-19 crisis and its impact on working conditions and travel restrictions have had implications on IEG's work program and delivery in the short term. IEG staff have been able to adjust well to working remotely, but some delays will be inevitable. While travel restrictions have had an impact on timelines, especially for our Country Program Evaluations which rely heavily on country visits, going forward, IEG will seek alternative ways to gather data and information remotely to continue progressing on the work program.

3.4 In the medium term, the COVID-19 crisis presents an opportunity to adjust how we deliver our work program. The impact of this crisis has shown the importance of being able to maintain flexibility in our work program and the value of providing real time lessons to WBG management. It has also encouraged the use of innovative approaches and technology solutions when it comes to data collection and engaging with our clients and stakeholders. These are adjustments that IEG will seek to maintain in its business model going forward.

3.5 IEG will carefully manage its resources throughout this crisis period and ensure they are allocated optimally. IEG's leadership team will make an assessment of the activities or products that may need to be modified if travel restrictions are significantly prolonged and will re-allocate resources to tasks that can be delivered within the constraints of the current working conditions, as well as to just-in-time notes useful to the institution's crisis response.

4. Proposed FY21-23 Work Program

A. Selection Framework

4.1 IEG's proposed work program builds on the selection framework from last year that focuses on answering key development effectiveness questions for the institution, balancing between permanent and new agendas, and using materiality and risk to choose between competing options. In addition, IEG assesses the feasibility of the topic for evaluation and whether it is the best function within the institution to carry out an assessment. Furthermore, by limiting the number of evaluations to be delivered per year, selections of topics are also made based on the level of urgency and timeliness to feed into institutional strategies, mid-term reviews, global events, etc. (see Figure 2).

Figure 2: IEG Selection Drivers



4.2 The proposed topics for FY21-23 have been informed by consultations with a wide range of stakeholders. IEG consulted with members of the WBG senior management team, Board, CODE, and IEG evaluation experts. Inputs received from these consultations have informed the selection of the topics proposed in the timelines indicated. The consultations also provided insights on the key development questions that should be considered within each of the topics.

B. Proposed FY21-23 Evaluations

4.3 The proposed evaluations for FY21-23 are outlined in Table 1. These evaluations have been selected based on the selection drivers outlined above. They each have strong WBG management interest and demand. Annex 1 includes further details on each of the topics proposed in FY 21 and FY 22 including their strategic relevance, the learning needs that they aim to address, and the potential scope.

4.4 Through the streams, IEG will maintain attention to commitments made in the IBRD and IFC Capital Packages and specific evaluations requested by Bank Group shareholders. The 6 work streams lend themselves to building evidence on many of the commitment areas of the Capital Packages. This compilation of evidence will enable IEG

to prepare an evaluation of progress in the implementation of Capital Package commitments in Year 5 of its implementation, as agreed with Bank shareholders. IEG is also aware of specific evaluations requested by Bank shareholders that will be planned in FY23 and beyond, including of the P4R instrument, the Environmental and Social Framework, the FCV Strategy, and the Procurement Framework.

4.5 In addition, IEG will evaluate areas relevant to the IDA 18-19 Special Themes to provide timely inputs to the IDA 19 Mid-Term Review (MTR) and the IDA 20 discussions. IEG's proposed evaluations that relate to Gender, FCV, Climate Change, Jobs, and Governance are aligned to the IDA Special Themes and will help inform future IDA discussions. For the IDA19 MTR, IEG plans to issue a note on results achieved with IDA, as is usual for MTR, as well as with findings and lessons on IFC and MIGA's early experience with the IDA Private Sector Window.

4.6 IEG will also strengthen its annual results and performance (RAP) report to provide a better annual assessment of results achieved. The RAP will be a key instrument for IEG to contribute to fostering greater outcome orientation in the WBG. The report will focus more on assessing how the WBG operations are contributing to development outcomes. It will also discuss ways in which the WBG can continue to enhance its results measurement systems.

4.7 IEG will retain some flexibility to respond to requests from the Board and WBG management that may emerge during the fiscal year. In FY 20, IEG and Group Internal Audit (GIA) collaborated to respond to WBG management request for an assessment of the implementation of the gender strategy to inform its decision processes during the strategy mid-term review. IEG will set aside resources in FY 21 to be able to respond similarly to real-time demand for evaluative evidence from WBG Management and the Board. Topics for FY 21 include an evaluation of IFC's investments in K-12 private education and the Doing Business Report. IEG will conduct a stock-take of the latest literature & evidence related to Doing Business to help identify potential appropriate angles for a focused evaluation for delivery in FY21 or early FY22. IEG will also consider the findings of the planned FY21 GIA audit of the Bank's flagship research reports- which will include the Doing Business report among others- and those of the external review of the Tax Indicator. In addition, IEG will conduct an early stage evaluation on the Sustainable Development Financing Policy (SDFP) in response to a request from the Board. The evaluation will aim to provide lessons by early FY 22, which will be used as inputs to the IDA 19 MTR.

C. Country Program Evaluations

4.8 **Given the Board's growing interest in country-level evaluation, IEG has expanded its work program of Country Program Evaluation (CPEs).** There has been significant variation in the number of CPEs produced over the last 15 years, with only two CPEs prepared, on average each year, more recently. Going forward, IEG plans to prepare four or five CPEs each year, staggering them during the year to avoid bunching in delivery.

4.9 **Efforts to review the scope and methodology for CPEs continue and will consider the findings of the ongoing evaluation of the WBG Outcome Orientation at the Country Level.** In the interim, and to enhance the usefulness to Bank operations, IEG has begun to shift to shorter, more focused CPEs, prepared early enough to inform the design of the next CPF, with balance across regions over time (taking into account the relative size of individual regions), and greater attention to FCVs. In FY20, IEG began work on four CPEs -- Chad, Bangladesh, Ukraine and Madagascar – with delivery expected in FY21. In FY21, IEG will start preparing CPEs for Mozambique, Tanzania, Jordan and one or two other countries to be determined. Our intention will be to conduct a total of five CPEs per year starting in FY22, which represents about 15-20 percent of the number of new CPFs per year.

D. Learning Engagements

4.10 **Learning engagements (LE) continue to be a highly valued instrument for WBG operational staff.** Learning engagements are IEG's knowledge sharing service that synthesizes existing evaluative evidence to WBG operational staff to enhance learning from evaluations. These are demand-driven engagements and are typically on focused issues. In FY 20, IEG approved 10 LE proposals that were prepared jointly by IEG and WBG staff (see Annex 4).

4.11 **While learning engagements are initiated throughout the year, based on demand, some strategically relevant engagements will be planned to respond to requests from WBG Management and the Board.** IEG has already received requests from WBG Management to conduct learning engagements on topics that relate to the COVID-19 crisis. These include engagements on protecting human capital during crises, lessons relevant to the crisis from the ongoing aging evaluation, and lessons on job vulnerability in times of crisis based on Jobs and Economic Transformation (JET) DPFs and other instruments.

Table 1: FY 20-FY 24+ Evaluations

| STREAMS | FY20 (Actual) | FY21 (In preparation) | FY22 (Proposal) | FY23 (Tentative) | FY24+ (Pipeline) |
|------------------------------------|--|--|---|--|--|
| Gender | • Gender Strategy Mid-Term Review | | • Gender Equality in FCVs (incl. women economic opp. & GBV) | | • WBG Gender Strategy |
| Fragility, Conflict, and Violence | • IFC in FCV Synthesis | • Engagement in Situations of Conflict • IFC & MIGA support for Private Inv. In FCS (incl. IDA PSW) | | | • FCV Strategy |
| Climate Change and | • Renewable Energy | | • Disaster Risk Reduction • Energy efficiency | • Climate Change Action Plan Pillars • Green Finance/Bonds | • Clean Energy Transition |
| Environmental Sustainability | • Sustainable Irrigation • Natural Resources Degradation | • Solid Waste Management (incl. plastic management) | | • Mainstreaming biodiversity and forests | • Water strategic action plan |
| Mobilizing Finance for Development | • MIGA Non-Honoring Guarantee • Mobilization of Private Capital | • IFC Investment in K-12 Education | • Domestic Resource Mobilization • IFC Additionality in MICs | • Catalyzation of private finance – upstream work • Foreign Direct Investments (incl. MIGA insurance) | • IDA Private Sector Window • The Cascade – IFC/WB collaboration • PSD in HD sectors • PPP Update |
| Human Capital | • Drivers of Education Quality • Aging | • Undernutrition and its Determinants | • Human Capital Project • COVID-19 response – support to protect human capital | • Countries with high fertility and young populations | • Protecting Human Capital Against Shocks (incl. COVID lessons) • Health emergency preparedness (incl. COVID lessons) • HD front line services delivery • Learning crisis |
| Jobs, Growth & Shared Prosperity | • SME Support Synthesis • Urban Spatial Growth | • Global Value Chains • Agricultural Transformation • Financial Inclusion | • COVID 19 response – support to address economic consequences | • Jobs – Operationalization in policy advice & lending • Entrepreneurship & Innovation | • Managing the socio-economic consequences of crises (incl. COVID lessons) • Migration • Spatial inequality, incl. shared prosperity to lagging regions |

Chapter 4
Proposed FY21-23 Work Program

| STREAMS | FY20 (Actual) | FY21 (In preparation) | FY22 (Proposal) | FY23 (Tentative) | FY24+ (Pipeline) |
|------------------------------------|--|--|--|---|---|
| | | | | | <ul style="list-style-type: none"> • Digital solutions at sector level, esp. FinTech • Tackling Extreme Poverty • Shared Prosperity (Update) • Roads |
| Governance and Institutions | <ul style="list-style-type: none"> • Subnational Govts • Public Finance • SOE Reforms • Public Utility Reform Synthesis • Crisis Preparedness | | <ul style="list-style-type: none"> • Public Institutions Reform | | <ul style="list-style-type: none"> • GovTech |
| WBG Corporate Effectiveness | <ul style="list-style-type: none"> • Disruptive Tech. WBG Readiness • Convening Power | <ul style="list-style-type: none"> • RAP 2020 and MAR Validation • Global Footprint Effectiveness • Outcome Orientation at Country Level • Doing Business Report | <ul style="list-style-type: none"> • RAP 2021 and MAR Validation • Sustainable Development Policy Financing (SDFP) | <ul style="list-style-type: none"> • RAP 2022 and MAR Validation • WBG as a Learning Institution • PforR • ESF (incl. special note on GBV action plan) | <ul style="list-style-type: none"> • Capital Package • Procurement Update • Knowledge Flows & Collaboration 2.0 • WBG Operational Risk Appetite Framework Effectiveness • AIMM and IMPACT • RASs • MPAs • SCD/CPF Update • Trust Fund Reform |
| Country Program Evaluations (CPEs) | <ul style="list-style-type: none"> • Philippines, Albania | <ul style="list-style-type: none"> • Chad, Bangladesh, Ukraine, Madagascar | <ul style="list-style-type: none"> • Mozambique, Tanzania, Jordan, [Kyrgyz or Cameroon or Nicaragua], [Small State] | 5 | 5 |
| Grand Total | 20 | 16 | 16 | | |

*Green font= committed to be delivered within the timeframe indicated to the Board | Red font= COVID response related | Grey italics= pipeline/ long list

E. Project level evaluations and validations

4.12 IEG conducted a thorough review of its project level evaluations and validations ('micro products') as committed in last year's work program. Ernst & Young was selected, through a competitive bidding process, to undertake an independent review of IEG's project level evaluations and validations. The objective of the review was to identify opportunities for enhancing the way these products are selected, produced, managed, and resourced with the goal of maximizing their value-add with respect to accountability and learning, while also exploring cost savings. Extensive consultations with key IEG stakeholders, as well as IEG staff, informed the review.

4.13 This review found that IEG continues to be recognized for its focus on promoting accountability for results through these products but has room to enhance their learning value. For these products to be even more valuable to the WBG, there needs to be a systematic approach to harness their evaluative evidence and lessons. This will depend on collaboration with the WBG to instill a culture of learning from evaluation. The review also recommends that IEG consider rightsizing its range of micro products and redistribute resources towards the ones with the highest value. Furthermore, data and technology should be used to enhance productivity through the select use of data, advanced analytics and machine learning.

4.14 IEG will develop an action plan in response to the findings of the review in early FY 21. IEG's leadership team will carefully consider the recommendations of the review and develop an action plan that will reflect inputs from IEG staff and WBG management and present it to CODE once it is finalized.

4.15 In the meantime, IEG will plan to continue delivering its project level evaluations and validations based on existing coverage rates. Until the action plan and an implementation timeline have been agreed, IEG will continue resourcing and delivering its micro products using existing coverage rates (see table 2). Some delays are anticipated for FY20 project level evaluations (PPARs) which are dependent on mission travel to project sites, if travel restrictions due to the COVID-19 crisis extend well into FY 21.

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

| Product | FY20 | | FY21 (projection) | |
|----------------|----------|-------|-------------------|-------|
| | Coverage | Count | Coverage | Count |
| WB PPARs | 21% | 45 | 18% | 40 |
| IFC/MIGA PPARs | - | 5 | - | 5 |
| ICRRs | 100% | 223 | 100% | 250 |
| XPSRs | 40% | 96 | 40% | 110 |

| Product | FY20 | | FY21 (projection) | |
|---------|----------|-------|-------------------|-------|
| | Coverage | Count | Coverage | Count |
| PCRs | 51% | 80 | 51% | 70 |
| PERs | 100% | 13 | 100% | 15 |
| CLRRs | 100% | 12 | 100% | 27-30 |

F. MAR Reform

4.16 IEG and WBG Management have agreed on a new set of principles and protocols to guide the Management Action Record (MAR) system. IEG and WBG Management worked together to enhance the MAR system to become more focused on a set of strategic recommendations with a clear potential to enhance the development effectiveness of the WBG and supported by strong commitment from WBG Senior Management. IEG is committed to a more selective approach to making recommendations driven by the evidence and where there is a compelling case for enhancing development effectiveness. WBG management will strengthen their commitment to take actions that aim to ‘move the needle’ in the institution towards the objectives sought through the recommendations, and to provide a more comprehensive view of progress in implementation.

4.17 IEG and WBG Management also agreed on an approach to review recommendations from past evaluations that were still in the system. In FY20, WBG Management and IEG agreed on a plan to address the existing stock of open recommendations from evaluations from FY16 onwards. Discussions are ongoing on recommendations that should be maintained, those that should be modified to align with the current environment, and those that should be dropped.

4.18 In the new MAR system, WBG Management will issue an annual self-assessment on its progress towards implementing IEG’s recommendations, which IEG will validate. The findings of this validation will be shared with the Board together with IEG’s Annual Results and Performance (RAP) report. For FY 21, this discussion is planned in the first quarter.

G. Work on Outcome Orientation

4.19 IEG will work closely with WBG management to advance the WBG’s outcome orientation. CODE has steered the WBG towards enhancing its outcome orientation. This will mean better evidence on how WBG operations contribute to outcomes and more consistent use of that evidence to bolster clients’ development outcomes. IEG has a clear role in helping WBG management generate credible evidence on what works and why, extending beyond monitoring of simple indicators that can be attributed to WBG

activities, to assessment of WBG contributions to client's outcomes. IEG also has a role in encouraging WBG to use outcome evidence to engage clients and adapt interventions and portfolios, thereby bolstering its contribution to development outcomes and promoting a stronger results culture.

4.20 IEG will contribute in different ways to foster greater outcome orientation in the WBG. In the annual Result and Performance Report (RAP), IEG will enhance its focus on how WBG operations are focusing on and contributing to development outcomes. IEG is also reviewing its validation and evaluation methodologies to ensure compatibility with outcome orientation. This would entail aligning IEG methodologies with IFC's AIMM and MIGA's IMPACT frameworks. IEG is also evaluating the outcome orientation in WBG country programs, to identify gaps and good practices. Building upon this agenda, IEG will engage with WBG Management on enhancing the institution's focus on country outcomes and the processes for using that evidence. IEG will also engage in a series of Learning Engagements with WBG management to support a more thorough review of what is needed to identify and communicate development outcomes. Finally, IEG will work with WBG Management to define a strong learning and results framework as part of its support to the WBG's response to the COVID-19 crisis.

H. IEG Self-evaluation and Meta-evaluation

4.21 To complement the reviews and initiatives that IEG has launched, a self-evaluation that focuses on IEG's use value and influence is being conducted. Through a self-evaluation, IEG aims to reflect on areas where it demonstrates its value to the institution and areas for improvement. The self-evaluation is also meant to serve as an input to the independent external review of IEG that is due to be commissioned by CODE in FY 21. There will be several components to the self-evaluation including i) a self-discovery exercise among IEG staff aimed at better understanding IEG's use value and influence on its stakeholders and their driving factors, ii) a web analytics study to assess IEG's online presence and influence, and iii) gathering feedback on IEG's influence through surveys and in-depth interviews with key decision makers in the institution.

4.22 In addition to assessing its use value and influence, IEG has commissioned a meta-evaluation to assess the quality and credibility of its evaluations. External evaluation experts have been commissioned to conduct a meta-evaluation of IEG's larger evaluations. The assessment framework will cover dimensions on scope, consistency, reliability, and validity of IEG's evaluations. IEG will use the findings of this review to identify opportunities to enhance the quality and credibility of its larger evaluations.

5. Evaluation Capacity Development (ECD)

5.1 In cooperation with the UNDP Independent Evaluation Office, IEG will launch a Global Evaluation Initiative (GEI) in FY 21, which will serve as the umbrella program for IEG's evaluation capacity development (ECD) efforts. GEI, under development in FY 20, will be an inclusive multi-stakeholder initiative designed to foster evidence-based decision making around the world, through enhanced Monitoring and Evaluation (M&E) frameworks and practices. By pooling technical and financial resources of global actors involved in ECD through a global partnership, GEI will aim to significantly scale-up support to governments and institutions to equip them with adequate M&E systems and capacities, to monitor and improve the effectiveness of public policies. Ultimately, GEI will contribute to accelerating governments' progress towards their national goals and the SDGs.

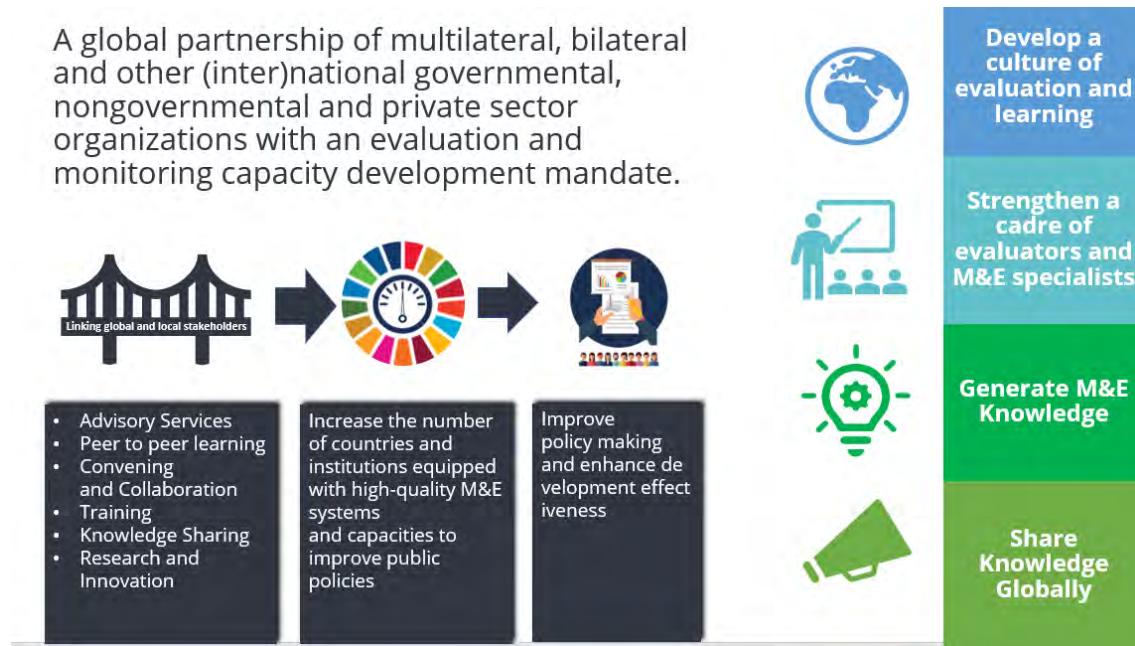
5.2 GEI's mission is to bring together governments, citizens, and experts to support countries in strengthening evaluation and monitoring systems. In this way, GEI will help create a world where evidence is used to make better decisions to improve lives.

5.3 A range of partners – multilateral, bilateral and other (inter)national governmental, nongovernmental and private sector organizations with an ECD mandate – will work together through GEI, to pool resources and programming of what are currently fragmented initiatives. These partners will participate in GEI in various capacities – as core funding partners, as associate partners providing in-kind support and leading implementation efforts, and as specialized technical partners. The initiative will be supported by a multi-donor trust fund and an IEG-affiliated management (secretariat) team based in Brussels, with expected secondments from partner agencies, under the leadership of IEG's Director General.

5.4 GEI will aim to scale up ECD support to governments through the provision of M&E diagnostics, technical assistance, knowledge sharing, and training. The implementing partners will carry out the bulk of GEI's ECD work with country and other counterparts across four business lines, as summarized below and in Figure 3.

- *Develop a culture of evidence-based decision making in Emerging, Fragile, and Developing Economies (EFDE).*
- *Strengthen a cadre of evaluators, M&E specialists in EFDEs*
- *Generate M&E knowledge*
- *Share M&E knowledge*

Figure 3: GEI Business Lines



5.5 GEI will leverage an existing global network of regional ECD providers, including those already sponsored by IEG such as the Centers for Learning and Evaluation (CLEAR), the renowned M&E executive programs - International Program for Development Evaluation Training (IPDET) and Programme International de Formation en Evaluation du Développement (PIFED)- as well as M&E strengthening programs run by WBG and UNDP operations.

5.6 Under GEI, IEG will continue to build on the successes of its existing ECD programs - CLEAR and IPDET, with some highlights below.

Reach in Building M&E Capacity: Since their inception, both **CLEAR and IPDET** have had substantial impacts globally: in 2019 CLEAR reached 5,100 participants in 25 countries, and IPDET trained 229 participants from 82 countries in its 2019 summer residential program in Switzerland.

Strategy Renewals. Both CLEAR and IPDET have undergone strategy renewal processes in FY19 and FY20 to identify their comparative advantages in the marketplace and position themselves for future growth, both coordinated with IEG.

- **CLEAR's 2020-2025 Strategy** aims at optimizing its delivery of M&E public goods and enhance value for money. This includes the harmonization of core services, an increased focus on long term systemic impacts, the expansion of regional partnerships, the development of an efficient governance structure, and

- financing based on a hybrid model with donor funding and self-generated revenue.
- IPDET - which is offered at the University of Bern, in partnership with the Center for Evaluation at the University of Saarland - has a 2020/21 strategy to expand its reach to the Global South through a decentralization strategy based on partnerships. Plans had been underway on a joint IPDET program offering with the CLEAR Anglophone Africa Center, based at Witwatersrand University in Johannesburg, South Africa in calendar 2020, but this has been put on hold due to COVID-19.



Convening. An example of convening activities involves the 2019 inaugural gLOCAL Evaluation Week, sponsored by IEG and CLEAR, where 177 institutions around the world supported joined the week in 270 events, across 38 countries. An estimated 22,000 participants convened to learn and share M&E knowledge. This has become an annual event, and due to COVID-19, the 2020 gLOCAL Evaluation Week will occur fully virtually and features a special theme, 'Evaluation 2030', to elicit discussions and knowledge sharing regarding the role of M&E in supporting the achievement of the Sustainable Development Goals. Over 250 events will be organized across all six continents during the 2020 gLocal Evaluation Week.

6. Evaluation Use and Influence

6.1 In FY20, IEG established strong systems for knowledge management and engagement that have helped operational teams and WBG Management access and use IEG evidence in their work. We will build on this foundation of 1) stepped up engagement throughout the evaluation lifecycle (see figure 4), 2) improved packaging of IEG knowledge, 3) advanced use of technology, and 4) outreach activities adapted to meet the unique needs of target audiences to further increase evaluation use and influence.

Figure 4: Engagement Throughout Evaluation Lifecycle



6.2 To assess when and how its work is most influential, IEG has begun to systematically capture examples of IEG's evidence being used by WBG counterparts and stakeholders from other institutions. These "Stories of Influence" are stored in an online repository, which we will grow and analyze in the coming years.

A. Knowledge Packing

6.3 In FY20, IEG produced shorter, more message driven evaluation reports and implemented a greater range of shorter, more tailored communications products. Rather than generic report summaries, focused products capturing key messages were prepared for informal engagements. In FY20, IEG published 29 audience-focused knowledge products including infographics, videos, blogs, and lesson summaries. IEG Lessons are included in the Ops Portal knowledge packages.

6.4 In FY21, IEG will further refine its approach to bite-sized products, including new formats for visual summaries, videos, and blog series. We will also introduce a reader that will automatically transform IEG reports into online reports optimized for reading on typical digital devices. IEG audiences will have access to enhanced online features such as a live table of contents to navigate easily between chapters or sections; live footnote references that can link to or display notes text; and social media sharing of whole reports or elements with unique URLs.



B. Advanced Technology

6.5 In FY20, IEG developed a data strategy to support the mission of IEG and used machine learning and other innovative techniques to gain insights across products, projects, sectors, and themes. IEG now has a comprehensive vision and overarching framework for all data-related processes and activities, e.g., data privacy, data packaging and sharing, and methods related to data.

6.6 FY21 will focus on implementing the data strategy action plan, including further building its capacity to use data science to mine lessons and gain insights from existing products, implementing a new MAR system based on the MAR reform, modifying the ICRR and PPAR systems based on the micro-product review, and standardizing onboarding for IEG data analysts.

C. Tailored Outreach

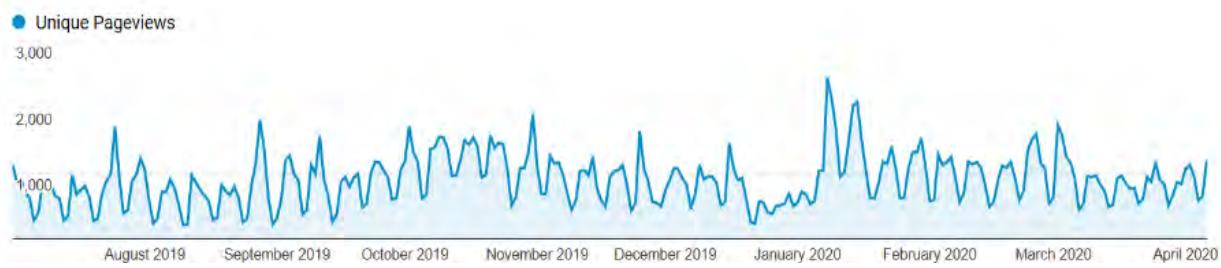
6.7 The shift in IEG outreach strategy gathered momentum in FY20, with promising results. The new strategy is focused on mapping the specific audiences for each IEG product and designing the appropriate tools and tactics to reach them, while timing outreach activities to coincide with major corporate and global events to leverage their built-in audiences.

6.8 This more tailored approach involved convening smaller but more strategically relevant audiences. A series of informal meetings were held with Board members to share insights from the Blended Finance, Irrigation, and Social Contract evaluations. Tailored briefings were organized with regional and country teams to discuss evaluative findings with specific operational relevance, such as the role of social contract diagnostics in the design of a new CPF. The positive feedback from these more

focused sessions highlighted the usefulness of IEG findings to the specific development challenges they were tackling. Focused IEG newsletters have been produced on strategic themes and circulated around key dates, e.g., World Refugee Day, World Cities Day, UNHCR Refugee Forum. Finally, customized emails for new incoming country directors and country managers are sent with evaluative evidence relevant to their respective country and region.

6.9 As seen in figure 5 below, web metrics collected in FY20 confirm that strategically timed outreach campaigns significantly increase attention to IEG findings. Peaks coincide with strategic events or online campaigns. For example, report downloads for the Forced Displacement evaluation peaked when IEG circulated a thematic newsletter with relevant bite-sized products ahead of the first Global Refugee Forum held December 17 to 18, 2019.

Figure 5: IEG Unique Pageviews from August 2019 to April 2020



6.10 IEG has begun the process of collecting better, more meaningful stakeholder feedback. The Annual Client Survey was re-designed to make it easier for both internal and external counterparts to provide feedback on IEG. The number of questions was reduced from 45 to just 16, with a narrower focus on the relevance, timeliness, and value of IEG work. The new instrument was fielded during Q3 of FY20 and received 1,933 responses as compared with 1,137 in 2019.

6.11 In FY21, for Phase 2 of this initiative, IEG will move to collecting feedback on individual IEG products. We have commissioned a qualitative study to conduct confidential in-depth interviews with key decision makers across the World Bank Group, including Board members. This qualitative research will inform the design of systematic pulse surveys related to different IEG products. The results of these product-specific pulse surveys will help IEG identify ways to continue to increase its value to the institution.

6.12 IEG will also launch a new framework for monitoring and evaluating the impact of the new outreach strategy. While standardizing the tracking and measurement of all outreach activities, the data gathered under the new framework will guide the refinement of current tactics and the development of new ones.

7. Human Resources and Budget

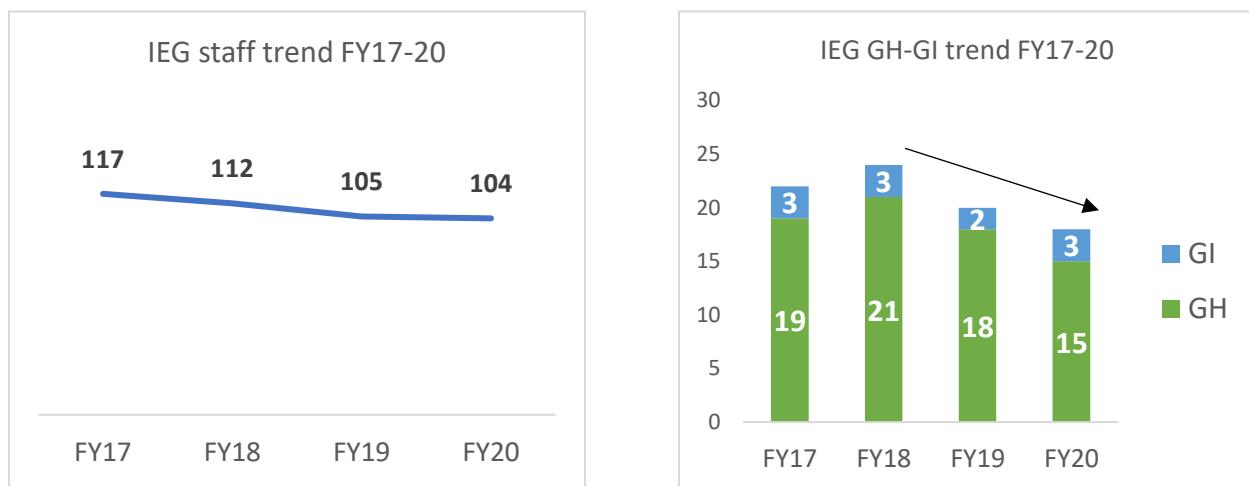
A. Human Resources

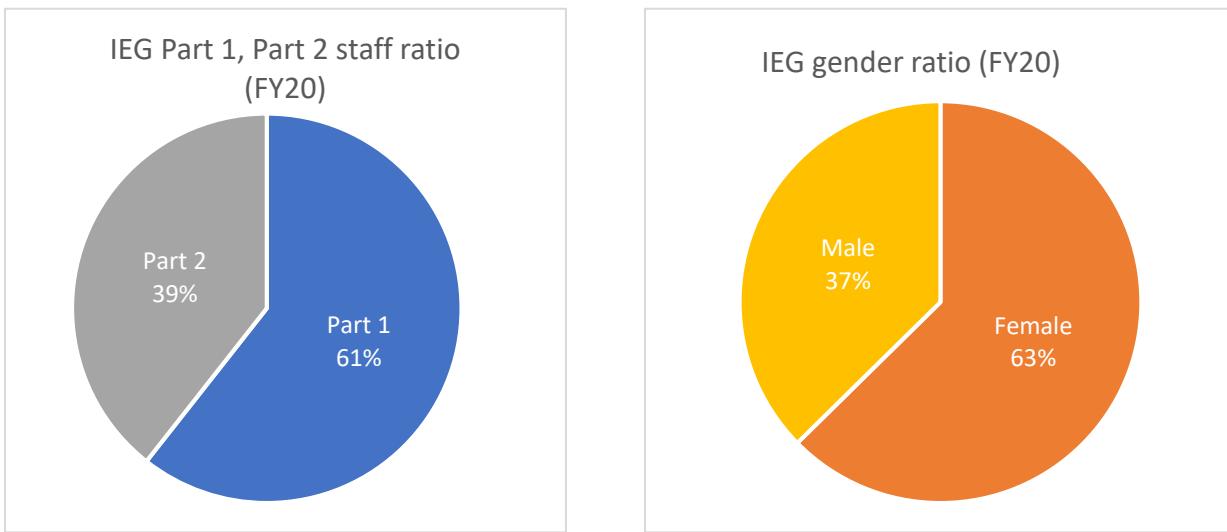
7.1 Through an effective strategic staffing and workforce plan, IEG has reduced its overall headcount by 11 percent over the last three years to 104 full-time staff.

These efforts aimed to lower our fixed cost ratio to 72 percent and gain nimbleness in terms of resources management. Further, these efforts led to a reduction of IEG's GH complement towards complying with institutional requirements, from 18% in FY19 to 13% in FY20 (see figure 6).

7.2 Going forward, IEG will put in place a recruitment strategy aimed at maintaining a strict control over its headcount, while better aligning skills to business needs and enhancing diversity. A new strategic staffing plan and recruitment strategy will be developed for the period from FY21-23, that will aim at i) maintaining a close sight on total headcount and GH complement, ii) better aligning staff competencies and skills to our core values and future business needs, and iii) enhancing our diversity, especially increasing our share of Part 2 staff and managers.

Figure 6: IEG staff count, GH-GI trends, and Diversity Ratios

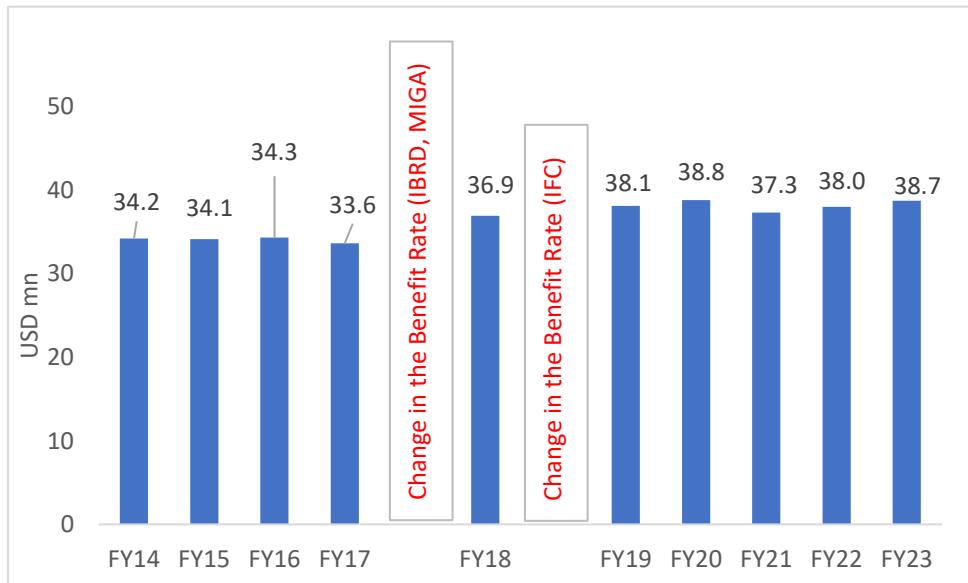




B. Budget Evolution

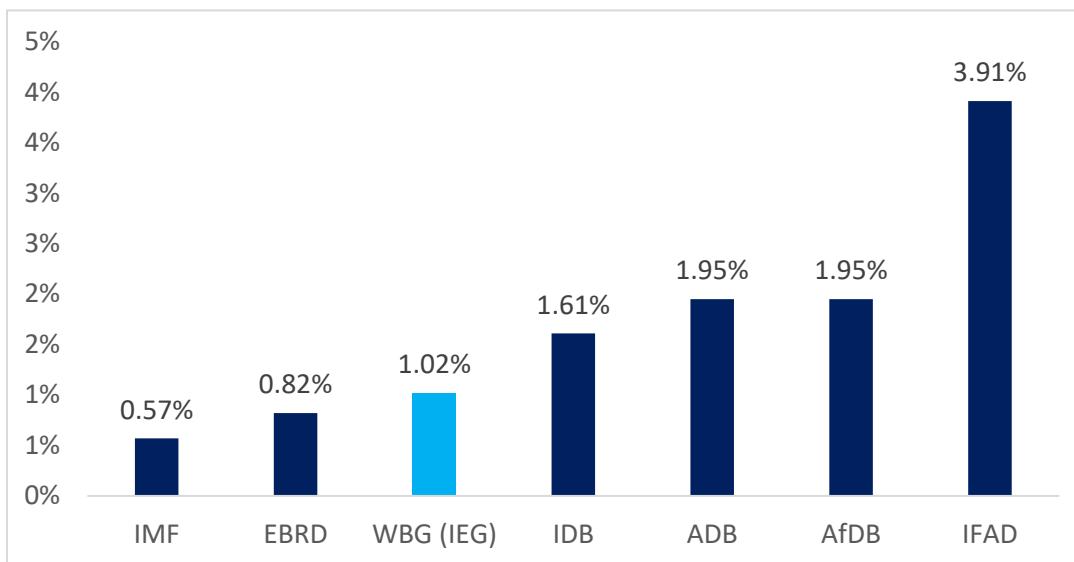
7.3 IEG's budget envelope decreased sharply in FY15-17 and has been flat in real terms in other years for over a decade. IEG's budget was reduced by 8 percent or \$2.8 million over a 3-year period from FY15-17 when it participated in the corporate Expenditure Review (ER) savings measures. For other years, besides nominal inflation adjustments from year to year, and nominal adjustments due to changes in benefit rates in WBG institutions, IEG has delivered its work program under a flat budget. IEG management is committed to strict cost discipline and is constantly looking to maximize efficiency and effectiveness through prudent spending (see figure 7).

Figure 7: IEG Budget Evolution from FY 14-23



7.4 A recent budget review suggested that IEG's overall budget is reasonable and adequately allocated across its key business lines. IEG's overall budget envelop is mid-range compared to evaluation departments in other MDBs and IFIs (see figure 8). Given its mandate and work program demands, IEG's budget envelope also compares well with similar corporate units in the WBG. The proportion of its budget that IEG allocates directly to deliverables is also aligned with peers in the WBG, and the amounts that IEG spends on administrative budget areas are reasonable and aligned with its mandate. The review suggested that IEG should seek to centralize the management of its fixed indirect costs to be consistent with practices in most WB units and reduce its budget by about five percent.

Figure 8: Comparison of IEG budget with peer MDB evaluation budgets



7.5 The review also identified various areas where IEG has realized significant efficiency gains over the last few years. IEG's current salary expenses and its fixed cost ratios are low compared to several other Bank units and has resulted from careful headcount management. In the last year, IEG has also carefully managed consultant spending, including better aligning consultant expertise with task needs and minimizing MRP exceptions. The average cost of our major evaluations has decreased from about \$1.1 million in FY17 to about \$800,000 in FY20, while we endeavored to produce more focused, timely evaluations. The unit cost of our micro-products has also been on a general downward trend. Upon conclusion of our micro product review, we may identify further savings opportunities.

Figure 9: IEG Expenditure Trends

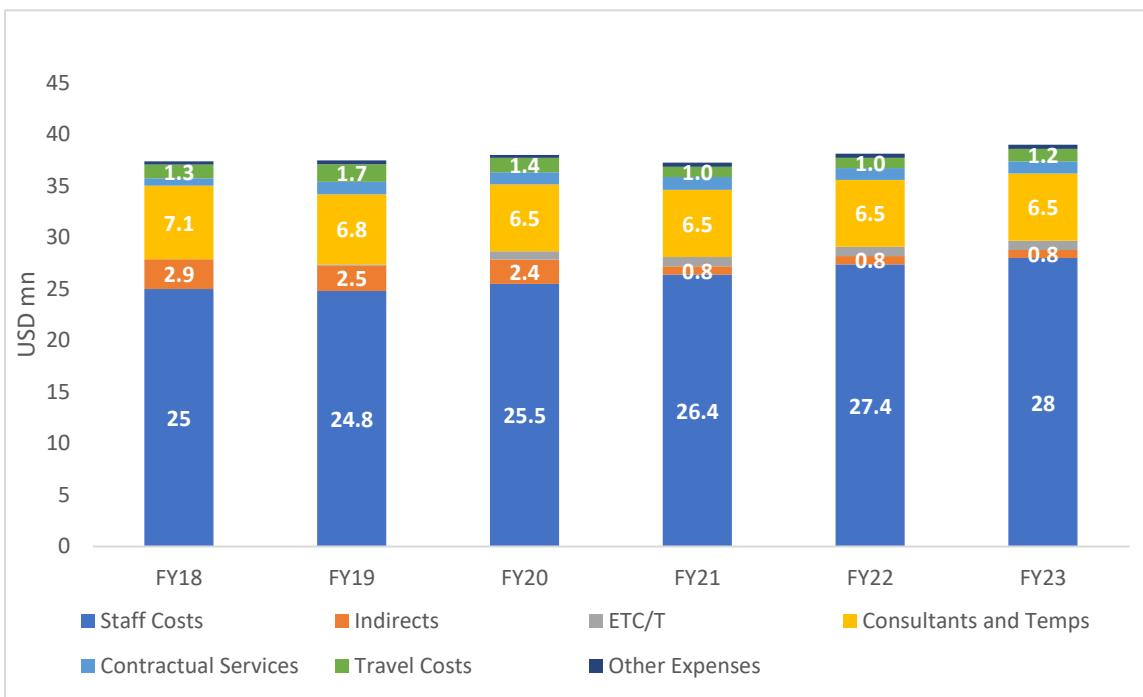


Figure 10: Cumulative Work Program Costs (FY16-19)

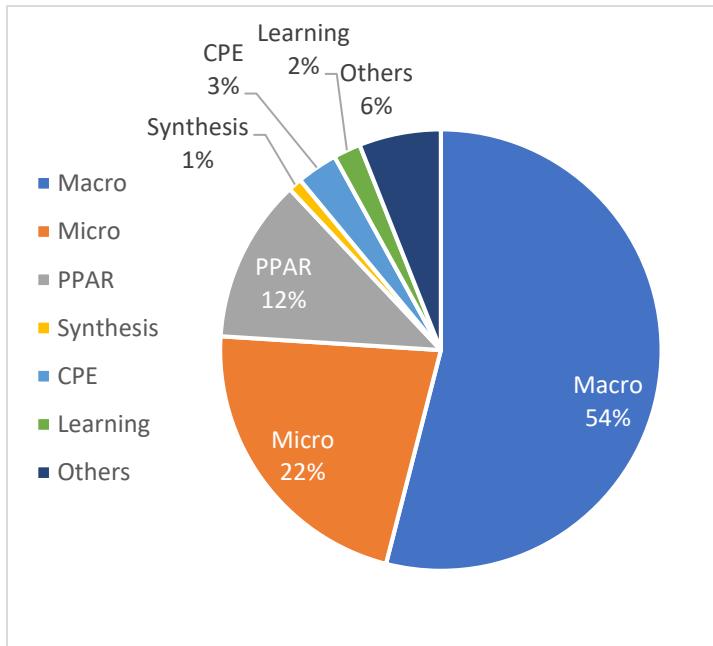
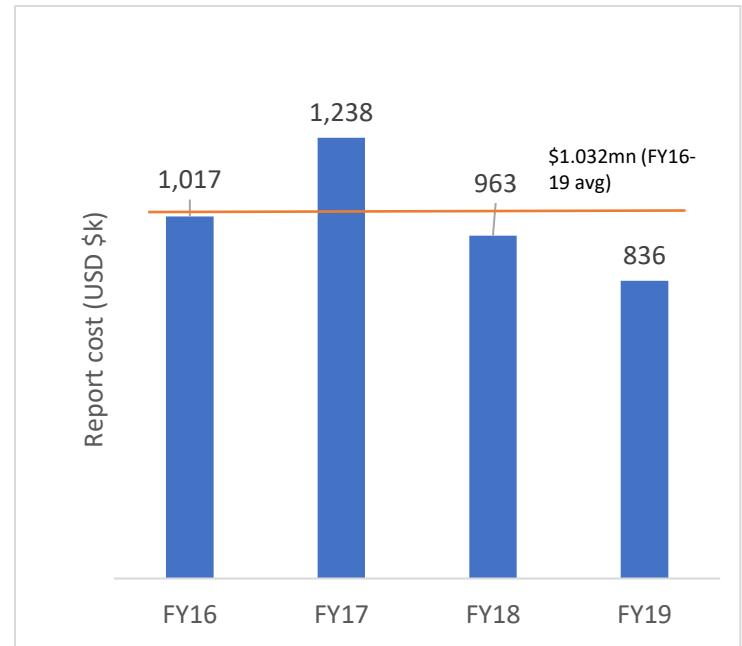


Figure 11: Average Evaluation Cost FY16-19



7.6 Such savings have enabled us to redeploy funding to activities and products aimed at enhancing our contribution and value add to the WBG, including in response to the COVID crisis. We have increased our production of just-in-time notes and syntheses, including to summarize lessons relevant to the WBG's COVID response work. We have continued to participate in joint Learning Engagements with WBG operational staff. We have engaged more with WBG management throughout our evaluation life cycles. We have enhanced our dissemination efforts and spent time summarizing and sharing our evidence with relevant audiences within the WBG. In Q4 of FY20, we quickly deployed savings from travel towards preparing just in time notes on COVID.

C. Budget Proposal

7.7 IEG's budget request for FY21 is \$37.3 million, which represents a 5 percent decrease in real terms over its FY20 budget. This request reflects a decrease of \$2.0 million as a result of (i) centralizing fixed indirect costs amounting to \$1.8 million, as per the recommendation of our budget review, and (ii) efficiency savings of \$0.2 million from institutional and other efficiency measures. In addition, IEG plans to generate another \$0.2 million by FY23 from internal efficiency measures, and its FY22-23 budget requests will thus see a further reduction of 0.5% in real terms compared to FY21.

7.8 As in FY20, IEG plans to keep part of its FY21 budget centrally, to provide the flexibility needed to address in a timely manner potential requests for just-in-time evaluations or other contributions. This is particularly relevant in the COVID context where IEG will endeavor to respond to potential requests for just-in-time learning from WBG management. IEG will also keep part of its micro-product budget centrally to implement potential adjustments resulting from the ongoing micro-product review.

7.9 The contributions of the World Bank, IFC, and MIGA remain broadly unchanged from prior years in percentages. The savings generated will be applied to all three institutions in proportion to their respective budget shares.

Table 3: IEG Budget — WBG Institution Contributions, FY18–23

IEG Budget, WBG Institution Contributions (BB only), FY18–23

| <i>(in nominal dollars)</i> | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 |
|---|----------------|----------------|--------------|------------------|------------------|------------------|
| | Budget \$'m | Budget \$'m | Plan \$'m | Proposed \$'m | Proposed \$'m | Proposed \$'m |
| WB Contribution | 29.2 | 29.5 | 30.2 | 28.6 | 29.1 | 29.6 |
| IFC Contribution | 7.1 | 7.8 | 7.9 | 8.0 | 8.2 | 8.3 |
| MIGA Contribution | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 |
| Total IEG | 36.9 | 37.9 | 38.8 | 37.3 | 38.0 | 38.7 |
| Contribution as % of IEG Funding | | | | | | |
| WB | 79% | 78% | 78% | 77% | 77% | 77% |
| IFC | 19% | 20% | 20% | 21% | 21% | 21% |
| MIGA | 2% | 2% | 2% | 2% | 2% | 2% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% |

Note: Actual Budget includes additional funding inflows/outflows, e.g. maternity leave, disability

D. Fiduciary Controls

7.10 IEG adheres to WBG budget rules and procedures. IEG is subject to Controller's Quality Assurance reviews of selected expenses and has consistently received favorable ratings on adherence to budget rules, procedures, and policies.

7.11 IEG management continues to implement measures to strengthen budget management, including through monthly management reports and departmental dashboards, quarterly business reviews, greater realism in developing robust budgets in Approach Papers, stronger budget discipline among task team leads, stricter task budget enforcement, improve costing and monitoring of deliverables, and stronger tracking of expenditures against plans.

Appendix A. Summary of IEG Work Stream and Cross Cutting Themes



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 19 Special Theme:
Gender and Development**

**IFC 3.0 Cross-Sector Impacts:
Gender Equality**

Evaluations

RAP 2015: Gender Equality

FY20 Gender Strategy
Mid Term Review

FY22 Gender Equality in FCV

FY 21-22 Evaluations

(Strategic Relevance | Key challenges/ learning needs of the WBG and clients | Scope)

Gender Equality in FCVs

- The WBG has increased its focus on closing gender gaps in FCV countries, as it recognizes that achieving gender equality is especially challenging in those settings and it made commitments to this effect in IDA and the **World Bank Group Gender Strategy**. IDA, especially IDA 18 and more so IDA 19, commit to address the differential risks faced by women and men, boys and girls, in FCV situations. Priority issues are contrasting gender-based violence, supporting women's economic opportunities, accessing basic services, and promoting voice and agency of women and girls. This commitment reflects priorities identified in the WBG Gender Strategy and in **the FCV Strategy**. This evaluation will assess progress in two critical areas: women's economic empowerment and gender-based violence.
- Situations of conflict and fragility are increasingly more common; they have differential impacts upon men and women and can exacerbate already existing gender gaps. Violence against women and girls (highlighted in the IEG 2014 World Bank Group Assistance to Low-Income Fragile and Conflict-Affected States) is amplified in FCV situations as conflict leads to new form of violence, including rape, forced marriage, trafficking, and sexual exploitation. Conflict also results in differential mortality and morbidity, with gender-specific implications in terms of widowhood, displacement, loss of income, access to services, and poverty. This evaluation aims at identifying WBG promising approaches to address gender inequalities specific to FCV countries; why they have been successful; and what are the existing gaps.
- This evaluation will be a WBG evaluation.



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), 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 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

IDA 19 Special Theme: Fragility, Conflict and Violence

IFC 3.0 and MIGA FY21-23

Increased focus on FCS

Evaluations

FY16 Fragile Situations
in non FCS

FY18 Forced
Displacement

FY21

- Engagement in situations of conflict
- IFC/MIGA in FCV

FY22 Gender equality
in FCV

FY 21-22 Evaluations (Strategic Relevance | Key challenges/ learning needs of the WBG and clients | Scope)

IFC's and MIGA's Support for Private Investment in FCS (FY21):

- The new WBG FCV strategy (FY20-25) emphasizes the importance of private investment for sustainable development in FCV. In addition, IFC's and MIGA's corporate strategies focus on FCS, and both institutions have set ambitious targets for scaling up FCS investments.
- Both IFC and MIGA have introduced dedicated instruments for FCS. Knowledge gaps remain regarding effective approaches and modalities in FCS. The evaluation will assess how effectively IFC and MIGA have supported sustainable private investment in FCS and develop lessons to enhance IFC and MIGA initiatives to scale up investments in FCS.
- IFC and MIGA.

World Bank Engagement in Situations of Conflict (FY21):

- The new WBG FCV strategy (FY20-25) proposed a multi-pronged way of engaging along the conflict strategy, including remaining engaged during conflict. This evaluation informs implementation of the strategy by surfacing lessons on how World Bank engagements are contributing to development outcomes in situations of conflict.
- The World Bank is providing conflict-affected countries with support through increased and diversified financing. This evaluation will support corporate and operational learning needs to ensure that enhanced assistance is informed by lessons learned from World Bank engagements in conflict affected situations over the past five years.
- World Bank lending and non-lending engagements in the universe of cases of World Bank client countries that have experienced medium- or high-conflict.

Chad Country Program Evaluation (CPE)

- The Chad CPE will provide strategic insight for the next Chad CPF, scheduled for FY21, and offer lessons of potential relevance to other Bank Group country programs in fragile and conflict-affected situations.
- Within the context of Chad's fragility resulting from a legacy of conflict, the evaluation will examine the extent to which the Bank Group strategies addressed Chad's most binding development constraints, adapted to changing country context during implementation and formed partnerships to achieve results.
- World Bank and IFC operations in Chad.



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 19 Special Themes:

Climate Change

IFC 3.0:

Cross Sector Impacts: Climate Action

Evaluations

FY15
Electricity
Access

FY17 Water
Supply &
Sanitation

FY18
•Pollution
Management
•Carbon Finance

FY19 Urban
Resilience

FY20

- Renewable Energy
- Natural Resources Degradation
- Sustainable Irrigation

FY21
Municipal
Solid Waste
Management

FY22
•Disaster
Risk
Reduction
•Energy
Efficiency

FY 21-22 Evaluations

(Strategic Relevance | Key challenges/ learning needs of the WBG and clients | Scope)

Municipal Solid Waste Management (MSWM):

- Municipal solid waste has become a global challenge with increasing public health, environmental, social, and economic costs. WBG client countries face complex issues in MSWM ranging from policy and governance to capacity and cost recovery; attracting private sector expertise and investment; and integrating informal actors in the sector.
- Understanding the relevance, effectiveness and coherence of WBG's support to client countries for MSWM to inform future strategic directions.
- World Bank, IFC and MIGA support for MSWM during FY2010-2020.

Disaster Risk Reduction:

- Disaster risk management is a major subset of climate change adaptation and the WBG climate change action plan and capital increase commitments, the resilience pillar of the Forward Look, and IDA's climate change special theme. Shifting from reactive disaster response to proactive disaster risk reduction is critical for reducing vulnerability but faces challenging political dynamics.
- IEG's evaluation will look at where and how the World Bank has been successful in building client demand for risk reduction and for achieving results.
- The evaluation will focus on the World Bank, where most disaster risk reduction programs have been concentrated, but could also consider the challenge of engaging private sector risk reduction.

Energy Efficiency (EE):

- EE is key to clean energy transition and meeting the climate change mitigation targets of the Paris agreement; so is strongly aligned with the WBG forward look and capital increase goals.
- Combined with IEG's previous evaluations on energy access and renewable energy, it will cover the third pillar of the WBG energy sector directions. The evaluation will cover challenges faced by energy efficiency in policy & regulations, institutions, information & awareness, technical capacity, and finance.
- The evaluation will cover the World Bank and IFC, while recognizing that much of the World Bank portfolio is quite new and concentrated in three regions.



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

FY16 Capital Market Development

FY18 IFC Asset Management Company

FY19 Creating Markets

FY20

- MIGA non-honoring of govt. debt obligations
- Private Capital Mobilization

FY21 IFC K-12 Private Education

FY22

- Domestic Resource Mobilization
- IFC Additionality in MICs

FY 21-22 Evaluations

(Strategic Relevance | Key challenges/ learning needs of the WBG and clients | Scope)

IFC Investments in K-12 Private Education:

- As part of its capital increase package, IFC has committed to its external stakeholders to review the impact of private schools on education quality and access.
- It is important to evaluate the impacts of IFC's investments in K-12 private education on educational outcomes, access, poverty, and inequality
- IFC

Domestic Resource Mobilization:

- The Addis Agenda and the WBG's MFD approach calls for leveraging all forms of domestic resources available towards SDG contributions and the twin goals. On the one hand, Governments need to raise and manage revenues in a fair and equitable way to meet existing commitments. On the other hand, the ongoing COVID-19 pandemic has accentuated this revenue challenge by exacerbating the taxpayers' financial position.
- The review aims to inform stakeholders about the opportunities to improve the tax revenue base in an equitable way, and to crowd in all forms of domestic resources available to meet the national priorities. The challenge is to develop equitable options for 3 COVID-19 crisis phases: response, recovery and stabilization.
- World Bank and IFC; post-2015 only

IFC Additionality in Middle Income Countries:

- IFC's financial and non-financial additionality is needed to accelerate growth in productive private enterprises, particularly in Lower Middle-Income countries. IFC has stated intentions to re-balance its portfolio in the 3.0 strategy leaning towards IDA and FCV, yet working in LMICs and a few UMICs are key to IFC's financial sustainability.
- First challenge is to understand IFC additionality's transmission mechanisms in MICs and the results achieved beyond the firm, to households and end-beneficiaries. A second challenge from a learning perspective is to understand the links between IFC additionality and upstream activities in MICs.
- IFC



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



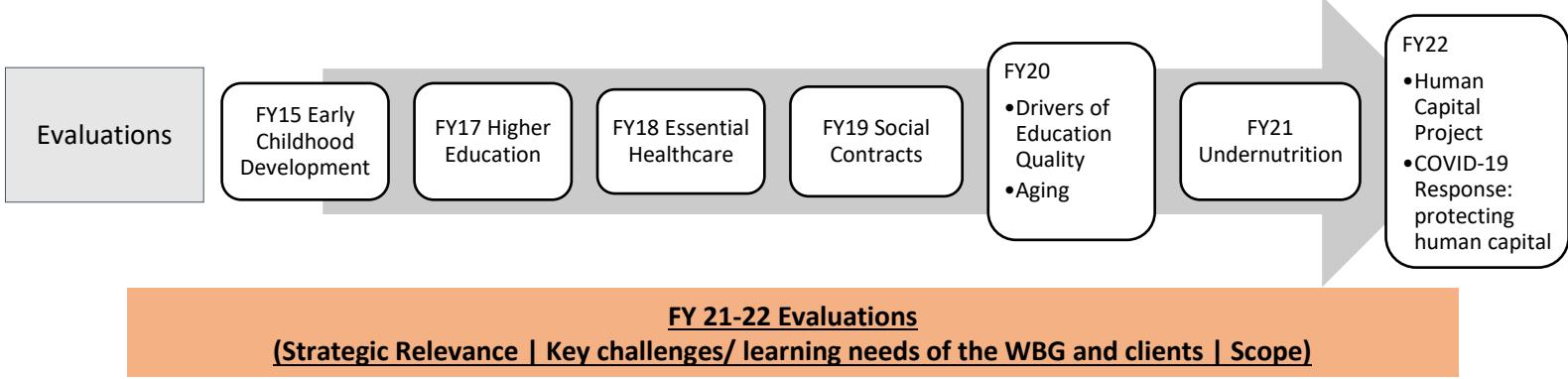
Good Health,
Quality Education, Zero Hunger

Forward Look & Capital Increase
Human Capital



IDA 19:
Cross-Cutting theme- Human Capital

IFC 3.0:
Sector Impacts- Health and Education



Undernutrition and Its Determinants:

- Building human capital requires investment to improve child undernutrition, particularly in countries where it is a high burden, as does the achievement of SDG 2.
- The evaluation aims to generate learning on challenges of multisectoral operational approaches, strengthening institutions and sustaining behavioral changes in countries, and evidence-based interventions and results measurement.
- Covers WB operations in health, social protection, agriculture, water, urban, social development, macroeconomic, and governance sectors.

Human Capital Project:

- The WB's Human Capital Project (HCP) aims to increase global investment in human capital through better measurement and research, and country engagements.
- The evaluation aims to generate learning on challenges of coordination of country networks and multisectoral engagement to operationalize investments and analytics in countries to address constraints to human capital, and measure results.
- Expected to cover WB Human Capital Project Network countries.

COVID-19 Response- Support to Preserve Human Capital:

- The WB fast-track facility for COVID-19 (coronavirus) response is to address immediate health and economic needs in countries to respond to the pandemic.
- The evaluation aims to generate learning on the challenges of rapid response to crisis, country and sectoral coordination, adaptive learning to address diverse country needs and ensure effective investments, and results measurement.
- Expected to cover WB COVID-19 Strategic Preparedness and Response Program (relevant phases only).



Jobs, Growth, & Shared Prosperity

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

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

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



Forward Look & Capital Increase

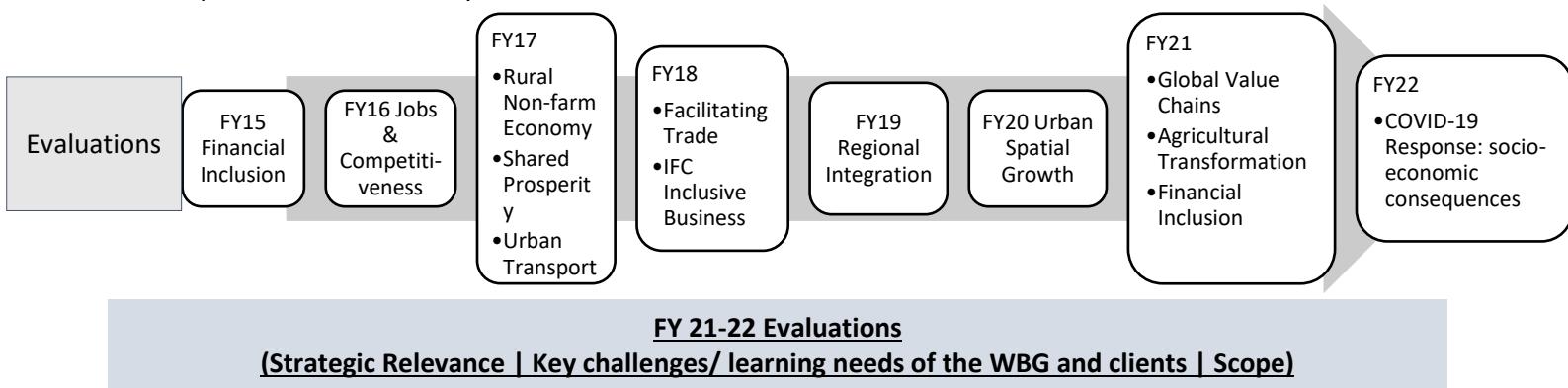
Sustainable & Inclusive Growth

IDA 19 Special Themes:

Jobs & Economic Growth

IFC 3.0:

Cross Sector Impacts: Employment Creation & Economic Growth



Global Value Chains:

- Critically relevant to IDA's JET agenda
- There is a need for evaluative evidence on what works as WBG scales up support to IDA clients to enhance GVC participation
- WB and IFC; MIGA in case studies.

Agricultural Transformation:

- Inclusive development in the agri-food sector is one of the most powerful tools to reduce poverty and feed a growing population.
- The evaluation aims to assess how effectively the WBG has contributed to shaping and transforming agri-food systems that achieve economic and social impact and foster sustainable food systems.
- WB, IFC, MIGA; post 2008

Financial Inclusion

- Achieving financial inclusion is linked to the achievement of at least nine of the sustainable development goals.
- There is a need for evaluative findings on the extent to which the WBG has achieved its 2020 universal financial access goals, and whether efforts have reaped the desired development outcomes, including from a gender impact perspective.
- WB, IFC, MIGA

COVID-19 Response- Support to Address Economic Consequences:

- Critically relevant to the twin goals, IDA's JET themes, and sustainable & inclusive growth objectives
- WBG and clients want to know how to mitigate sharp economic contraction and joblessness due to COVID-19 and its containment
- WBG



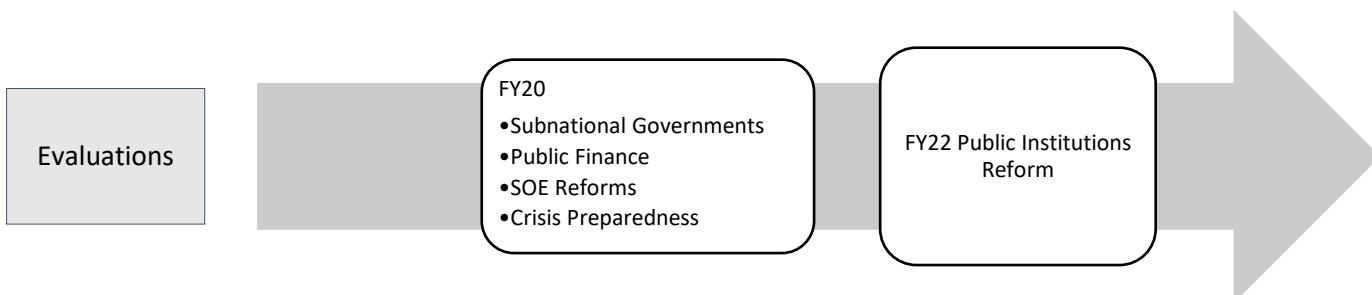
Governance & Institutions

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

SDG goals #1, 16:
No Poverty, Peace and Justice



IDA 19 Special Themes:
Governance



FY 21-22 Evaluations (Strategic Relevance | Key challenges/ learning needs of the WBG and clients | Scope)

Public Institutions Reform:

- Effective and inclusive institutions are recognized as key to achieving long-term development outcomes. Reforming institutions to become more effective, accountable and inclusive is a high priority for the World Bank.
- However, there is a lack of clarity of how to define, approach, and accomplish the goal of strengthening public institutions. The proposed evaluation will assess the Bank's work in this area, covering results, collaboration across GPs, and aspects of culture, incentives, skill sets, and leadership. The evaluation may also address the IBRD graduation criterion on building sustainable effective institution.
- The evaluation will cover the World Bank.



WBG Corporate Effectiveness

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

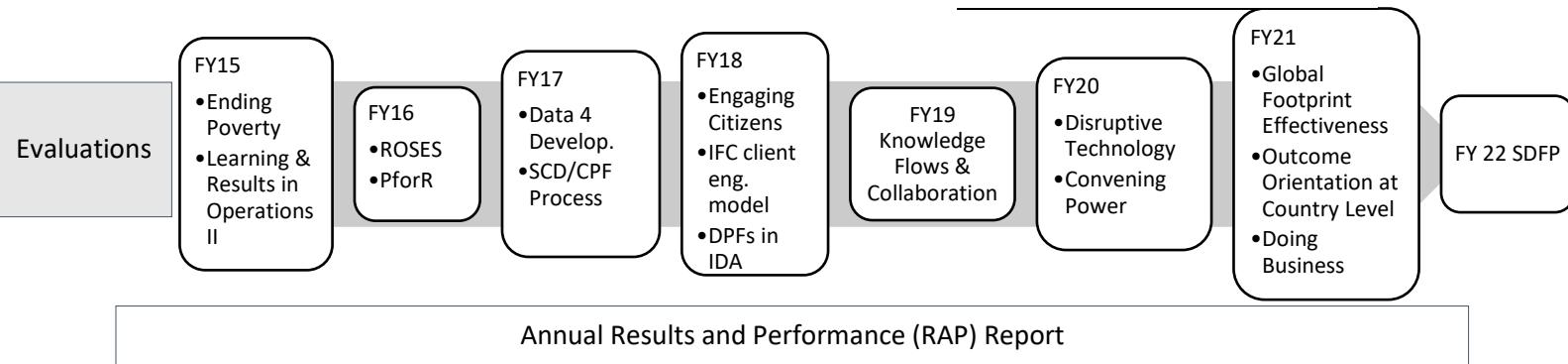
SDG goals #17:

Partnerships for the goals



Forward Look & Capital Increase

Better and Stronger WBG



FY 21-22 Evaluations

(Strategic Relevance | Key challenges/ learning needs of the WBG and clients | Scope)

Annual Results and Performance (RAP) and MAR Validation:

- This report is a critical input for WBG and the Board on the annual performance of the WBG and its outcome orientation.
- This report will provide an independent assessment of the performance of the WBG's portfolio to better understand key drivers of success or failure. It will also provide insights on how the WBG can orient its results frameworks to be more outcome focused.
- WB, IFC, and MIGA.

Global Footprint Effectiveness:

- The WB aims to adjust its global footprint by decentralizing more staff and functions to field offices by the mid-2020s to help strengthen its development impact in the field.
- Understanding the impact of past decentralization efforts is important to making informed decisions about further adjustments in the global footprint. This evaluation aims to provide evidence-based lessons on the effects of decentralization on the WB's performance at the country level and contribute to better understanding of the benefits and downsides of decentralization.
- WB only.

Outcome orientation at Country Level:

- The WB's success rests on its ability to help its clients overcome the complex development challenges they face. This demands a strong outcome-orientation at the country level.
- The evaluation will identify various outcome measurement and management practices across country engagement cycles, explain what factors promote and hinder a strong country outcome-orientation, and lay out options for strengthening behaviors, capabilities and practices.
- WBG.

Doing Business:

- This flagship report is widely used by senior policy makers globally to inform business climate issues and reforms
- It is important to understand and assess the impact of the DB report on government reforms and country outcomes
- WBG

Sustainable Development Financing Policy (SDFP)

- This policy will provide an incentive-based approach to leverage reforms for transparent and sustainable development finance in IDA countries
- There is a need for immediate learning for formulation of key elements of the SDFP (PPAs and creditor outreach), and to establish a measurable results framework
- WBG

Appendix B. FY 15-19 Completed IEG Evaluations

| <i>Work Streams</i> | <i>FY15</i> | <i>FY16</i> | <i>FY17</i> | <i>FY18</i> | <i>FY19</i> |
|---|--|--|--|---|--|
| Gender | | | | | |
| Fragility, Conflict, and Violence | | <ul style="list-style-type: none"> • Fragile Situations in non-FCS countries | | <ul style="list-style-type: none"> • Forced Displacement | |
| Climate Change and Environmental Sustainability | <ul style="list-style-type: none"> • Electricity Access | | <ul style="list-style-type: none"> • Water Supply and Sanitation | <ul style="list-style-type: none"> • Pollution Management • Carbon Finance | <ul style="list-style-type: none"> • Urban Resilience |
| Mobilizing Finance for Development | | <ul style="list-style-type: none"> • Capital Market Development | | <ul style="list-style-type: none"> • IFC Asset Management Company (meso) | <ul style="list-style-type: none"> • Creating Markets |
| Human Capital | <ul style="list-style-type: none"> • Early Childhood Development | | <ul style="list-style-type: none"> • Higher Education | <ul style="list-style-type: none"> • Essential Healthcare | <ul style="list-style-type: none"> • Shaping Social Contracts (meso) |
| Jobs, Growth & Shared Prosperity | <ul style="list-style-type: none"> • Financial Inclusion | <ul style="list-style-type: none"> • Jobs and Competitiveness | <ul style="list-style-type: none"> • Rural Non-Farm Economy • Shared Prosperity • Urban Transport | <ul style="list-style-type: none"> • Facilitating Trade • IFC Experience with Inclusive Business (meso) | <ul style="list-style-type: none"> • Regional Integration |
| Governance & Institutions | | | | | |
| WBG Corporate Effectiveness | <ul style="list-style-type: none"> • RAP 2014: Achieving the MDGs • Ending Poverty • Learning and Results in WB Operations Part 2 | <ul style="list-style-type: none"> • RAP 2015: Gender Equality • WBG's self-evaluation system (ROSES) • PforR | <ul style="list-style-type: none"> • RAP 2016: Managing for Results • Data for Development • SCD/CPF Process Evaluation | <ul style="list-style-type: none"> • RAP 2017: Environmental Sustainability • Engaging Citizens • IFC Client Engagement Model • Maximizing Impact of DPFs in IDA Countries (meso) | <ul style="list-style-type: none"> • RAP 2018 • Knowledge flow and collaboration |
| CPE | <ul style="list-style-type: none"> • Clustered CPE on Resource Rich Countries | <ul style="list-style-type: none"> • Clustered CPE on Small States | | <ul style="list-style-type: none"> • Rwanda, Mexico | |

Appendix C. FY 21-22 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 |
|--|--------|-----|---|------------------------------------|---------------|-----------------------------------|---------------------------|-----------------------------|
| FY 21 | | | | | | | | |
| WB Engagements in Situations of Conflict | | * | | | | | ✓ | |
| IFC/MIGA in IDA/FCV Countries | | * | | ✓ | | ✓ | | |
| Municipal Solid Waste Management | | | * | ✓ | | ✓ | ✓ | |
| Undernutrition | ✓ | ✓ | | | * | | | |
| Global Value Chains | | | | | | * | | |
| Agricultural Transformation | ✓ | ✓ | ✓ | | | * | | |
| Financial Inclusion | ✓ | | | | ✓ | * | | |
| Global Footprint Effectiveness | | | | | | | | * |
| Outcome Orientation at Country Level | | ✓ | | | | | | * |
| Chad CPE | ✓ | ✓ | | | ✓ | ✓ | ✓ | |
| Bangladesh CPE | ✓ | | ✓ | | ✓ | ✓ | ✓ | |
| Ukraine CPE | | | | | ✓ | ✓ | ✓ | |
| FY 22 | | | | | | | | |
| Gender Equality in FCVs (incl. women's economic opportunities & GBV) | * | * | | | ✓ | ✓ | | |
| Disaster Risk Reduction | | ✓ | * | ✓ | | ✓ | ✓ | |
| Energy Efficiency | | | * | ✓ | | ✓ | | |
| Domestic Resource Mobilization | | | | * | | ✓ | | |
| IFC Additionality in MICs | | | | * | | ✓ | | |
| Human Capital Project | ✓ | | | | * | ✓ | | |
| COVID-19 Response: Support to Preserve Human Capital | | ✓ | | | * | | | |
| COVID-19 Response: Support to Address Economic Consequences | | ✓ | | | | * | | |
| Entrepreneurship and Innovation | ✓ | | | ✓ | | * | | |
| Public Institutions Reform | | ✓ | | | | | * | ✓ |
| Mozambique CPE | | | | ✓ | ✓ | | | |
| Tanzania CPE | | | | | | | | |
| Jordan CPE | | | | ✓ | | | | |

Appendix D. IEG Learning Engagements FY19-20

| Title | WBG Department |
|---|---|
| FY19 | |
| Measuring the Performance of Social Protection Delivery Systems | Social Protection GP |
| Lessons Learned from Early-Stage Assessment of IFC and World Bank Engagement in WBG Joint Implementation Plans (JIP) | IFC Country Economics and Engagement |
| Experience with governance P4Rs and IFMIS: Evidence from IEG evaluations | Governance GP |
| Leveraging Evaluation Evidence to support Inclusive Rural Job Creation and Citizen-State Relations in Nepal | Agriculture GP, GPSURR, Nepal CMU |
| Blended Finance in IFC | IFC Blended Finance |
| Improving the quality of indicators used for measuring Efficacy of Community Driven Development (CDD) projects in the World Bank. | GPSURR |
| Insight and Lessons from IEG on MTI led DPFs: An IEG-MTI Learning Engagement (Second Phase) | MTI |
| Environmental and Social (E&S) Sector Highlights | IFC ESG |
| Lessons from IFC investment funds | IFC Private Equity Fund |
| Learning Engagement Proposal - Learning from Development Policy Lending: What works for the Transport Sector | Transport GP |
| How to Change Behavior: A Menu of Practical Options | HNP |
| FY20 | |
| Evolution and performance of WB Housing Portfolio | URL |
| How to Improve WBG's Development Effectiveness in MNA | MNA |
| Assessing the Results Monitoring and Measurement Framework for IFC's Corporate Finance Services | CTACF |
| Addressing Urban Crime and Violence Risks in World Bank Operations | SD, URL, FCV |
| IFC Advisory Services (AS) Sector Highlights: Analysis of AS support provided to IFC investment clients | IFC Sector Economics and Dev. Impact Unit |
| Toward the Development of GP specific JOBs Theories of Change | SPJ |
| A comparative analysis of AIMM-backfilled projects and XPSRs/EvNotes | IFC Sector Economics and Dev. Impact Department |
| IFC MAS Sector Highlights – Development outcome drivers in IFC's Agribusiness portfolio | IFC MAS |
| WBG interventions in Justice and Security sectors in FCV contexts: evidence from IEG evaluations (2007-19) | EMFTX, FCV, GOV, MTI, SURR, LEG |
| Supporting Climate Change M&E | Climate Change Strategy and Operations |