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**Committee on Development
Effectiveness (CODE)**

2011 Annual Report to the Board of Executive Directors

February 2012

2011 ANNUAL REPORT TO THE BOARD OF EXECUTIVE DIRECTORS

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**COMMITTEE ON DEVELOPMENT EFFECTIVENESS (CODE)
2011 ANNUAL REPORT TO THE BOARD OF EXECUTIVE DIRECTORS**

I. INTRODUCTION

1. This Annual Report provides an overview of the discussions of the Committee on Development Effectiveness (CODE) and its Subcommittee (SC) from November 2010 to October 2011. CODE supports the Boards in assessing the development effectiveness of the World Bank Group (WBG), providing guidance on strategic directions of the WBG institutions, monitoring the quality and results of the WBG operations, and overseeing or liaising on the work of the entities that are part of the WBG's accountability framework.

2. During the period of this report, CODE and its Subcommittee considered: a number of corporate, sector and thematic strategies and approach papers; operational policies and instruments; development effectiveness issues and results; and evaluations of WBG activities. CODE also had a number of interactions with the Independent Evaluation Group (IEG), the Inspection Panel and the Compliance Advisor/Ombudsman (CAO), which are set out in this report.

3. **Membership.** The Committee, reconstituted in November 2010, was composed of Mmes. Brandt (Chair), Hoven, Morin, and Messrs. Alzetta (MIGA CODE), Camarasa, Grishin, Huber, Studart, and Taha (Vice-Chair). The Subcommittee, reconstituted in February 2011, was composed of Mme. Daza Foronda and Messrs. Dalrymple, Dhanpaul, Haarlov (Vice-Chair), Kalyalya (Chair), Miagkov, and Rissmann (who replaced Mr. von Kleist).¹

4. **Work Program.** CODE met 42 times, including informal meetings and lunches, and one joint meeting with the Budget Committee (BC), and the CODE Subcommittee met 5 times. The Committee also held its Annual Retreat in January 2011. A total of 29 reports were considered by the Committee, and the Subcommittee discussed 5 reports. A list of the meetings held by CODE and its Informal Subcommittee is attached as Annex 2. Approach Papers endorsed under the streamlined procedure, and documents circulated for information are attached as Annex 3.

5. **Acknowledgements.** The Committee expresses its appreciation to IEG, the CAO, the Inspection Panel, LEG, OPCS, and the WBG Management and staff for their collaboration and assistance in carrying out its work program. It would also like to thank the staff of the Corporate Secretariat, particularly in the Policy and Operations Department (SECPO), for their support.

II. STRATEGIES, APPROACH PAPERS AND POLICIES

6. **Sector and Thematic Strategies.** The Committee discussed sector and thematic strategies on Education, Knowledge, Energy, and Trade, as well as a mid-cycle report on Social Development in the Subcommittee (SC). It considered concept notes on strategies for Infrastructure and for Social Protection and Labor, with a later discussion of the results of the first round of global consultations on

¹ The Terms of Reference (TORs) for CODE and its Subcommittee can be found in Annex 1. The revised CODE TORs were approved by the Board of Executive Directors on July 15, 2009, and the resolution is contained in the report "Resolution on Standing Committees – Revision" (R2009-0164/1[IDA/R2009-0208/1]). The revised CODE Subcommittee TORs were approved by the Board of Executive Directors on February 3, 2011, and the resolution is contained in the report "Reconstitution of the Informal Subcommittee of the Committee on Development Effectiveness" (R2011-0009/1 [IDA/R2011-0011/1]).

the Social Protection and Labor strategy and next steps. During the discussions, common issues emerged including the need to: (i) link to Post-Crisis Directions, particularly targeting of the poor and vulnerable; (ii) strengthen results frameworks via an appropriate alignment of indicators and targets; (iii) provide flexibility to consider country-specific needs; (iv) ensure adequate financial resources and skills mix to implement sustainable strategies; and (v) enhance synergies within the WBG and with development partners while taking into account the WBG's comparative advantage.

7. In particular, on the Education Strategy, Members welcomed the focus on learning and quality of education, and endorsed the two strategic priorities to strengthen education systems and develop a high-quality knowledge base for education reforms. They also appreciated that IEG's Portfolio Note, which highlighted greater focus on the needs for the poorest, strengthening the Bank's education portfolio, and strengthening monitoring and evaluation (M&E) systems. The Knowledge Strategy discussion highlighted a need for greater cooperation with clients and donors, exploring the possibility of fee-based services, and linking the high demand for knowledge to internal staff incentives.

8. Members welcomed the discussion of the draft Energy Strategy, which focuses on increasing modern energy access and reliability and facilitating a shift to environmentally sustainable energy development. Further consultations will be held before consideration of a Board discussion. The Trade Strategy is the first of the WBG, and while it does not propose major changes in the way the WBG supports trade activities, it identified priority areas to elevate the Trade agenda. Members highlighted, *inter alia*, the need for greater emphasis on poverty and inclusiveness, including indicators for growth and poverty reduction, and strengthening the Bank's synergies with IFC and MIGA. In the Subcommittee's discussion on the Mid-Cycle implementation report of the Social Development Strategy, Members welcomed the addition of social resilience to the strategy's framework, and further mainstreaming of social issues, asking for greater emphasis on gender, portfolio quality and trust fund sustainability. Relatedly, CODE considered the DEC presentation on challenges in "Research Directions" and was briefed on the Nordic Trust Fund by OPCS.

9. **Organizational Strategies.** IFC's Road Map for FY12-14 and MIGA's FY12-14 Strategy were jointly discussed with the Budget Committee. Members supported IFC goals of maximizing development impact and ensuring financial sustainability, supporting its continued focus on the Post Crisis Directions priorities, especially in targeting the poor and vulnerable and creating opportunities for growth. Members questioned the growth in trade finance and its additionality and requested further information ahead of a Board decision. On MIGA's strategy, members supported the four priority areas, while stressing the importance of financial sector guarantees. There was broad support for MIGA maintaining flexibility, its additionality during the crisis, and the need to enhance understanding of its development impact.

10. **Approach Papers.** The CODE discussion on the approach papers on Investment Lending (IL) Policy Reform and the Bank's Operational Policy Manual highlighted the Committee's strong support of the Bank's business modernization and the alignment of reforms to the performance and results framework. On IL Policy Reform, Members supported Management as it moves toward the final stage of the IL Reform process, highlighting the importance of clear guidance for staff and clients on the nature of the changes as well as the risk differentiated factors. Noting its alignment with IL Reform, Members agreed that the changes to the Operational Manual may help to add clarity, eliminate overlaps, and strengthen internal knowledge. Members also noted the importance of coordinating any policy changes closely with IL Reform, for example, procurement and safeguards. CODE also considered the Approach Paper on modernizing the Bank's Operational Policy on Guarantees. The Committee supported the initiative, agreeing that the instrument had further potential to leverage IBRD and IDA resources for development purposes. They emphasized the need to complement the new operational policy with a wider effort to enhance the Bank's capacity to deliver successful guarantee operations on a larger scale.

11. **Operational Policies and Instruments.** In discussions related to operational policies and instruments, CODE noted the progress made by IFC in the consultation process on its Policy and Performance Standards on Social and Environmental Sustainability and its Access to Information Policy and emphasized possible challenges in implementation including with respect to capacity and cost to clients. On Social and Environmental Sustainability, comments and questions focused on project categorization, financial intermediaries, human rights issues, and free, prior and informed consent. On the Development Policy Lending to Political Subdivisions, Members welcomed the draft policy and agreed that these subdivisions have important responsibilities for service delivery, economic growth, and poverty reduction, underlining that the policy change could particularly benefit political subdivisions during the financial crisis.

12. The discussion of a new instrument, Program-for-Results, was significant in terms of a potential change in the Bank's operational procedures, where the Committee unanimously supported the initiative, agreeing that the instrument could advance development effectiveness through its results orientation, focus on capacity building and institutional strengthening, and contribution to the governance and anticorruption agenda. CODE stressed the need to maintain flexibility in the instrument's design and its potential to improve coordination, facilitate partnerships and joint financing.

13. As to the Application of Bank Policies to Carbon Finance (CF) Activities, the Committee discussed recent developments, CF activity funding, and limited client capacity to implement social and environmental assessments. Members asked about supervision of CF activities; opening the Forest Carbon Partnership Facility (FCPF) to multiple delivery partners; narrowing the gap between Bank standards and other partners; and how to increase access for the LICs, where capacity for compliance is weak.

III. RESULTS AND DEVELOPMENT EFFECTIVENESS

14. **Results.** To focus on the results agenda and how to improve measurement, management, openness, and learning for better results across the WBG in coordination with clients, stakeholders and the development community was the objective of CODE's annual retreat with OPCS and IEG. Among the key messages was that progress has been made, including developing the IDA results measurement system and the Corporate Scorecard, and that challenges now lie in implementing these. The importance of institution building and strengthening client capacity to manage for development results and managing risks, allowing for innovation and piloting of operations with potential high development results (and high risks) was also highlighted. With respect to learning for results, Members stressed the need to understand what type of knowledge is needed by clients to work closely with clients and to capture country experience. Members also noted the importance of working closely with the Board to engage on such issues as lending and knowledge alignment. A CODE discussion on IFC Development Goals also took place. Members supported testing the implementation of IFC's Development Goals in six proposed areas and the creation of the Development Impact Department with the goal of translating the goals into measurable results that are aligned with the WBG Corporate Scorecard.

15. **Aid Effectiveness.** In preparation for the 4th High Level Forum on Aid Effectiveness (HLF4) in Busan, Republic of Korea in late 2011, the Committee held two informal consultations with OPCS to provide input on Bank Group directions for HLF4. Speakers welcomed the opportunity to engage informally with Management on the HLF-4 agenda, stressing the need to renew support for the development agenda; emphasizing development cooperation as key to growth, capacity development, and poverty alleviation; and highlighting the importance of featuring the many good examples of aid effectiveness. Some stressed the importance of keeping the focus on results and transparency, use of country systems, aid predictability, and fragmentation (including multilateral fragmentation). Members also stressed the importance of maintaining momentum post-Busan, when country-level mutual accountability and continuous monitoring of results will be key.

IV. IEG EVALUATIONS

16. The Committee considered IEG evaluation reports on the Africa Action Plan (AAP); IFC's Poverty Focus and Results; MIGA's Financial Sector Guarantees; Social Safety Nets; World Bank Harmonization and Alignment in Low-Income Countries; and Governance and Anticorruption. The main lessons with regard to the AAP assessment included addressing weaknesses of design, concept and implementation while improving the consultation process. Members stressed the need to formulate realistic and measurable objectives, recognizing the challenges ahead in helping countries to achieve the MDGs by 2015; strengthen capacity and improve governance; be selective, given the needs of the Region; promote knowledge sharing and South-South cooperation; and enhance harmonization and coordination among development partners. On IFC's Poverty Focus and Results, the Committee welcomed IFC's recent moves to better capture poverty impact and noted findings that IFC operations can both benefit profitability and inclusive growth. In discussing the IEG paper entitled *MIGA's Financial Sector Guarantees in a Strategic Context*, Members recognized MIGA's critical role during the financial crisis and stressed more analysis of MIGA's development impact.

17. Members stressed the need to focus on long-term development impacts, while recognizing the difficulty in designing a comprehensive and systemic results framework that assesses short-and-long-term needs, in the discussion on Social Safety Nets. Members agreed with enhanced country focus on the LICs but cautioned that this not be at the expense of MIC country needs. On Governance and Anticorruption (GAC), Members welcomed the assessment of the GAC Strategy implementation and were pleased with the findings that the Bank's support for institutional strengthening had increased threefold in two years. They called on Management to further support country-owned reforms, build capacity, and foster demand for good governance and reflect the lessons learned from the evaluation in the design of the second phase of GAC. The timeliness of the evaluation on the WB progress in Harmonization and Alignment in Low-Income Countries was broadly welcomed by the Committee, given its proximity to the Busan HLF4. The challenges of the use of country systems were highlighted prominently as was the importance of reflecting financial management assessments in lending documents and developing appropriate aid-effectiveness indicators for the Corporate Scorecard. CODE also met informally to discuss the preliminary findings of IEG's evaluation of the Global Fund to Fight AIDS, Tuberculosis and Malaria.

18. **Subcommittee Discussions.** The CODE Subcommittee² discussed the Timor-Leste Country Program Evaluation (CPE); an Evaluation of WBG Activities in Information and Communication Technologies (ICT); and approach papers on Forest Resources for Sustainable Development, and the Liberia CPE. The discussions were an important addition to the Committee's discourse on development effectiveness. During the Timor-Leste discussion, Members noted that IEG findings were pertinent to WBG engagement in fragile and post-conflict countries and in line with the recent 2011 World Development Report (WDR). On ICT, Members underlined challenges for client support, given the dynamics and vitality of this sector and stressed, *inter alia*, the need to broaden access, address security concerns, and define suitable indicators to measure the impact of ICT interventions. Strengthening synergies within the WBG and with other development partners was highlighted.

19. On the Forestry Approach Paper, Members commented on the need for the evaluation to consider how WBG interventions have contributed to economic development, local populace inclusion, and better governance in the sector. In addition they proposed a more profound analysis of overall WBG engagement in the sector, including the WBG's activities as well as global partnerships, harmonization and lessons learned. Members welcomed the approach paper on Liberia, noting the timeliness with the CAS process, but urged caution, given the country and political economy context. Members noted that insights from the evaluation would provide valuable feedback for engagement in fragile and conflict-affected states, particularly in the Africa Region.

² The CODE Subcommittee also discussed the Social Development Strategy Mid-Cycle Implementation Report, which is discussed in paragraph 8, page 3 of this Report.

V. OTHER ENGAGEMENT WITH I'S (IEG, INSPECTION PANEL, CAO)

20. **IEG.** The Committee held consultation meetings on IEG Strategic Directions and Work Program for FY12-14 followed by an informal consultation with CODE members on the draft IEG Work Program and Budget FY12. This was subsequently followed by the IEG Work Program and Budget FY12 and Indicative Plan FY13-14 discussion jointly with the Budget Committee. Relatedly, the Committee also held an informal meeting with members of the IEG External Advisory Group and discussed the IEG's proposed Access to Information Policy.

21. CODE held several informal discussions with regard to the selection process for the Director General, Evaluation (DGE). CODE selected the external search firm, agreed to the selection criteria, interviewed the two final candidates for the position, and evaluated and ranked them for subsequent approval by the Board.

22. **Inspection Panel.** The Committee met informally with the Inspection Panel twice. In addition CODE held an informal meeting with Management (OPCS, LEG) and the Inspection Panel to discuss issues of grievance and the redress approach.

23. **CAO.** CODE discussed the annual report on the Activities of the IFC/MIGA Compliance Advisor/Ombudsman (CAO), noting the progress made in its outreach efforts and the effectiveness of its oversight in IFC activities.

Approved July 15, 2009

Terms of Reference of the Committee on Development Effectiveness (CODE)**1. PURPOSE**

1.1 The Committee on Development Effectiveness (the Committee) supports the Boards in assessing the development effectiveness of the World Bank Group, providing guidance on strategic directions of each member institution of the World Bank Group, monitoring the quality and results of the World Bank Group operations, and overseeing or liaising on the work of the entities that are part of the World Bank Group's accountability framework (i.e., the relevant units of the Independent Evaluation Group (IEG) including IEG-WB with respect to operation of IBRD and IDA, IEG-IFC with respect to IFC operations, and IEG-MIGA with respect to MIGA operations); the Inspection Panel with respect to IBRD and IDA operations; the Compliance Advisor/Ombudsman with respect to IFC and MIGA; and any others whose oversight or liaison is delegated to the Committee.

2. RESPONSIBILITIES AND DUTIES

In fulfillment of its responsibilities, the Committee shall:

2.1 Development Effectiveness

2.1.1. Identify, consider, and make recommendations to the Boards on high priority issues related to the development effectiveness of the member institutions of the World Bank Group, and the results achieved through their operations (both lending and non-lending activities for IBRD and IDA, investment and advisory services for IFC, and guarantee and advisory services for MIGA) at the global, regional and country levels. In this regard, the Committee shall draw on the self evaluations of the member institutions of the World Bank Group, independent evaluations, and other relevant reports from within and outside the World Bank Group.

2.1.2. Provide inputs, from the perspective of development effectiveness of the World Bank Group, to the Boards' deliberations on broad strategic directions of the member institutions.

2.1.3. Oversee the adequacy, efficiency, and robustness of the World Bank Group monitoring and evaluation systems (including each member institution's self-monitoring and evaluation, and relevant IEG unit's evaluation structures and methodologies).

2.2 Thematic/Sector Strategies, and Operational Policies

2.2.1. Monitor the quality and results of, and recommendations to the Boards on high priority issues related to the implementation of each World Bank Group member institution's sector and thematic strategies, and operational policies, through relevant self-evaluations, specific IEG evaluation reports and associated management responses, and external studies. Identify key issues for Board consideration.

2.2.2. Provide guidance to Management on, and make recommendations to the Board on the thematic/sector strategies and operational policies under preparation or revision for each member institution of the World Bank Group.

2.3 Development Research and Knowledge Management

2.3.1. Monitor the periodic assessments of the relevance, quality, integrity, and efficiency of research activities of IBRD and IDA, and technical and advisory services of the member institutions of the World Bank Group (e.g., World Bank Institute work, Development Economics research, technical assistance, policy analysis, analytical and advisory services, capacity building).

2.3.2. Consider the adequacy and effectiveness of the management, dissemination, and utilization of knowledge produced by the members of the World Bank Group and by the IEG.

2.4 Institutional Effectiveness

2.4.1. Provide inputs, from the perspective of development effectiveness of the World Bank Group, to the Boards' consideration of the business processes and related organizational arrangements of the member institutions.

2.5 Oversight and Administration

2.5.1. Oversee on behalf of the Boards the work of IEG, including review of the formulation and execution of the IEG's work program and, in consultation with the Budget Committee, its budget. Make recommendations for the Boards' consideration.

2.5.2. Periodically review the Mandate of the Director-General, Evaluation (DGE) and the IEG Terms of Reference (for IEG-WB, IEG-IFC and IEG-MIGA) to ensure that they remain appropriate.

2.5.3. (a) Assist the Boards by overseeing the processes for the selection and removal of the DGE, reporting to the Boards and recommending Board action as appropriate.

(b) Oversee the remuneration of the DGE with the advice of the Bank's Vice President, Human Resources; oversee the DGE's management of the IEG personnel, budgets, and work programs; and make relevant recommendations to the Boards.

2.5.4. With respect to IBRD and IDA, serve as interlocutor with the Inspection Panel on behalf of the Board.

2.5.5. With respect to IFC and MIGA, consider the work of the Compliance Advisor/Ombudsman, and identify issues and make recommendations for the Boards' consideration.

CODE SUBCOMMITTEE

Terms of Reference³

Mandate

The role of the Subcommittee of the Committee on Development Effectiveness (CODE) is to assess the adequacy of the World Bank Group's independent and self-evaluation methods and processes, by focusing in-depth on a sample of evaluation and other products and their utilization. The Subcommittee's specific program will be identified in consultation with CODE, and the Subcommittee will report regularly to CODE on its findings.

Terms of Reference

1. **Sector Strategy Papers (SSPs).** Examine and comment on a selected number of SSPs, in light of evaluation processes/issues, to complement the work of CODE. This could include consideration at the approach-paper stage and, as necessary, at later stages in the process; it also would entail consideration of relevant PPARs, ICRs, Investment Assessment Reports (IARs), and other evaluation products.

2. **Country Assistance Evaluations (CAEs).** Examine and comment on a selected number of CAEs as they relate to Country Assistance Strategies (CASs), in light of evaluation processes/issues; this would include consideration of relevant Project Performance Assessment Reports (PPARs), Implementation Completion Reviews (ICRs), other evaluation products, and new operations.

3. **Evaluation Policies, Processes and Practices.** Identify, through studies and discussions, relevant problems and policy issues and make recommendations thereon, as appropriate, for consideration by CODE. In particular, examine and comment on:
 - a) The adequacy of evaluation products (PPARs, ICRs, XPSRs, CAEs, etc.) and the extent to which their findings are disseminated and utilized within the Bank Group;
 - b) Whether management has taken adequate follow-up action on recommendations previously made by OED, OEG or OEU* as relevant;
 - c) Whether OED, OEG, OEU* and/or management have taken adequate follow-up action on recommendations made by the Subcommittee and endorsed by CODE;
 - d) The coherence of evaluation processes and methods used by QAG, Regions, Networks, SRM, EDI, etc. This could cover consideration of existing and emerging evaluation processes, including the Corporate Scorecard, client feedback, and indicators for the Comprehensive Development Framework (CDF).

4. **Other Business Assigned by CODE.** Examine and make recommendations to CODE on any reports or studies that CODE might assign.

*These units were integrated in 2005 into one independent evaluation unit, the IEG.

³ March 1999, updated December 2004.

COMMITTEE ON DEVELOPMENT EFFECTIVENESS (CODE)

Schedule of Meetings from November 2010 to October 2011

2010

Monday, November 22

Election of Ms. Anna Brandt as its new Chairperson and Mr. Hassan Taha as its new Vice Chairman

Tuesday, December 14

Informal CODE lunch with IEG

Wednesday, December 15

Progress Report on IFC's Policy and Performance Standards on Social and Environmental Sustainability (PPS) and Access to Information (AI) Policy – Review and Update Process (CODE2010-0075)

2011

Wednesday, January 12

Draft Policy Paper on Development Policy Lending to Political Subdivisions (CODE2010-0078)

Concept Note for the Social Protection and Labor Sector Strategy (CODE2011-0001)

Tuesday, January 18

Informal lunch with OPCS

Monday, January 24

World Bank Education Strategy 2020 - Learning for All: Investing in People's Knowledge and Skills to Promote Development (CODE2011-004)

Background information: *World Bank Support to Education Since 2001: A Portfolio Note (CODE2011-0003)* prepared by IEG

Monday, January 24

Informal lunch with the Inspection Panel

Friday, January 28

CODE 2011 Annual Retreat: Informal Roundtable on Results

Wednesday, February 2

The Africa Action Plan: An IEG Evaluation (CODE2011-0005) with the Draft Management Comments (CODE2011-0008)

Thursday, February 10

Informal meeting on CODE's role with regard to the Selection Process of the new DGE

Monday, February 14

Informal meeting on CODE's role with regard to the Selection Process of the new DGE

Wednesday, February 16

Proposed Access to Information Policy for the Independent Evaluation Group (CODE2011-0006)

First consultation meetings on IEG Strategic Directions and Work Program FY12-14

Wednesday, February 23

Application of Bank Policies to Carbon Finance Activities (CODE2011-0010/2)

Monday, February 28 Restricted executive session

Selection of the Search Firm for the Selection of the new DGE

Monday, February 28

Second consultation meeting on IEG Strategic Directions and Work Program FY12-14

Wednesday, March 9

Briefing note on IFC Development Goals (CODE2011-0014)

Assessing IFC's Poverty Focus and Results (CODE2011-0012) the Draft Management Response (CODE2011-0016)

Thursday, March 10 Restricted executive session

Draft DGE Terms of Reference to be submitted to the External Search Firm for the Selection of the new Director General, Evaluations (DGE)

Selection of the External Search Firm for the DGE position

Monday, March 21- CODE Subcommittee

Social Development Strategy - Mid-Cycle Implementation Progress Report (MCIPR) (CODE2011-0017)

Monday, March 28

*Informal consultation meeting on the report *Emerging Sustainable Development: Energy Sector Strategy for the World Bank Group* (CODE2011-0021)*

Wednesday, March 30 – jointly with Budget Committee

IFC Road Map FY12-14 (IFC/SecM2011-0024)

Wednesday, April 6

MIGA's Financial Sector Guarantees in a Strategic Context (CODE2011-0022) with Draft Management Comments (CODE2011-0023)

Friday, April 8 – (CODE members only)

Informal consultation on draft IEG Work Program and Budget FY12

Monday, April 11

Emerging Sustainable Development: Energy Sector Strategy for the World Bank Group (CODE2011-0021)

Wednesday, April 14

Informal meeting with members of the IEG External Advisory Group

Spring Meetings April 16-17, 2011

Monday, April 25

OPCS Update on Nordic Trust Fund

Approach Papers on Investment Lending Policy Reform Fixing the IL Policy Maze (CODE2011-0025) and The Bank's Operational Policy Manual: Issues and Prospects for Reform (CODE2011-0024)

Wednesday, April 27 - jointly with Budget Committee

MIGA FY12-14 Strategy: Achieving Value-Driven Volume (MIGA/R2011-0027)

Tuesday, May 10

Informal lunch with Inspection Panel

Wednesday, May 11 - jointly with Budget Committee

IEG Work Program and Budget FY12 and Indicative Plan FY13-14 (R2011-0101, IFC/R2011-0093, MIGA/R2011-0030)

Wednesday, May 18

DEC presentation How and What We Research: Addressing the Challenges Outlined in "Research Directions" and the Georgetown Speech (CODE2011-0032)

Leveraging Trade for Development and Inclusive Growth – The WBG Trade Strategy, 2011-2021" (SecM2011-028, IDA/SecM2011-0273, IFC/SecM2011-0034, MIGA/Secm2011-0022) [subsequent Board discussions on June 9]

Thursday, May 19

Informal meeting with Management (OPCS, LEG) with the presence of the Inspection Panel to follow-up on informal lunch of May 10 on grievance/redress approach

Monday, May 23 – CODE Subcommittee

Timor-Leste Country Program Evaluation 2000-2010: Evaluation of the World Bank Group Program (CODE2011-0027)

Wednesday, May 25

Transformation through Infrastructure: WBG Infrastructure Strategy Update - Issues and Concept Note (CODE2011-0030)

Social Safety Nets—An Evaluation of World Bank Support, 2000-2010 (CODE2011-0028) and Draft Management Response (CODE2011-0031)

Wednesday, June 1

Informal Roundtable on Fourth High Level Forum (HLF-4) on Aid Effectiveness (Busan, Republic of Korea, November 29- December 1, 2011) (CODE2011-0037)

Report on the Activities of the IFC/MIGA Compliance Advisor/Ombudsman (CAO) – June 2010-May 2011 (CODE2011-0035/1)

Sunday, June 19

CODE Restricted Executive Session on *Interview and Ranking of the two final candidates for the Director-General Evaluation (DGE) position*

Monday, June 27 – CODE Subcommittee

Capturing Technology for Development: An Evaluation of World Bank Group Activities in Information and Communication Technologies (CODE2011-0038) and Draft Management Response (CODE2011-0041)

Background information: *Statement by the ICT Advisory Panel (CODE2011-0039)*

Wednesday, July 27 - 2:30 p.m. Informal meeting (members only)

Retrospective of the DGE's experience

Stocktaking exercise and discussion of future CODE work program.

Wednesday, August 3

A New Instrument to Advance Development Effectiveness: Program-for-Results-Financing (CODE2011-0045)

World Bank Country-Level Engagement on Governance and Anticorruption: An Evaluation of the 2007 Strategy and Implementation Plan (CODE2011-0044) and Draft Management Response (CODE2011-0046)

Wednesday, September 7

The State of World Bank Knowledge Services – Toward Open Knowledge (CODE2011-0048)

Friday, September 16

World Bank Progress in Harmonization and Alignment in Low-Income Countries (CODE2011-0043) and Draft Management Response (CODE2011-0049)

Tuesday, October 4 (Informal Lunch, Members Only)

Lunch with the new Director-General Evaluation

Friday, October 7 (Informal Meeting open to all EDs)

IEG Report on the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFTAM)

Friday, October 7

Building Resilience and Opportunity: The World Bank's Social Protection and Labor Strategy 2012-2022 - Results of Global Consultations on the Concept Note - Update (CODE2011-0001/2), and the PowerPoint Presentation (CODE2011-0052)

Wednesday, October 19 – CODE-Subcommittee

Approach Paper on IEG Evaluation of WBG Experience Managing Forest Resources for Sustainable Development (CODE2011-0051)

Friday, October 21 – (Informal Meeting open to all EDs)

GAC Phase II - Lessons Learned from GAC I including Implementation Plan

Friday, October 21 - (Informal Meeting open to all EDs)

Preparation of the High-Level Forum on Aid Effectiveness (HLF-4) in Busan

Wednesday, October 26

Modernizing the World Bank's Operational Policy on Guarantees: Approach Paper
(CODE2011-0053)

Monday, October 31 – CODE Subcommittee

Approach Paper on Liberia Country Program Evaluation 2004, 2011 (CODE2011-0054)

**APPROACH PAPERS (STREAMLINED PROCEDURE)
AND DOCUMENTS CIRCULATED FOR INFORMATION**

APPROACH PAPERS (Endorsed on an Absence of Objection Basis)

- The Matrix System at the World Bank: An IEG Evaluation
- World Bank Group Impact Evaluations: Relevance and Effectiveness
- Report on Results and Performance of the World Bank Group, 2011
- An IEG Assessment of the World Bank Group's Response to the Global Economic Crisis: Phase II
- Annual Report On The World Bank's Knowledge Services
- World Bank For Results Annual Report 2011
- Climate Change and the World Bank Group: Climate Adaptation

FOR INFORMATION

- Assessing the Long-Term Effects of Conditional Cash Transfers on Human Capital: Evidence from Colombia
- Self Evaluation of the Independent Evaluation Group
- Global Program Review of the Multi-Donor Trust Fund for the Extractive Industries Transparency Initiative (MDTF-EITI)
- Report on the CODE Retreat - January 28, 2011
- Third Benchmarking Review of ECG Members Evaluation Practices for their Private Sector Investment Operations against their Agreed Good Practice Standards
- Regional Program Review - The Mesoamerican Biological Corridor
- Global Program Review Marrakech Action Plan for Statistics (MAPS) Partnership in Statistics for Development in the 21st Century (PARIS21) Trust Fund for Statistical Capacity Building (TFSCB)
- Report to CODE from the Chairman of the CODE Subcommittee - for Period February 2011 to August 2011