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INDEPENDENT EVALUATION GROUP

**Work Program and Budget (FY13)
and
Indicative Plan (FY14–15)**

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ABBREVIATIONS AND ACRONYMS

AAA	Analytic and advisory activities
CLEAR	Centers for Learning Evaluation and Results
CODE	Committee on Development Effectiveness
ECD	Early child development
ECG	Evaluation Cooperation Group
FCS	Fragile and conflict-affected states
IAD	Internal Audit Department (World Bank)
ICR	Implementation Completion Report
IDA	International Development Agency
IEG	Independent Evaluation Group
IFC	International Finance Corporation
INT	Department of Institutional Integrity
IPDET	International Program for Development Evaluation Training
MAR	Management Action Record
M&E	Monitoring and evaluation
MDG	Millennium Development Goal
MIGA	Multilateral Investment Guarantee Agency
OPCS	Operations Policy and Country Services
PPAR	Project Performance Assessment Report (of World Bank Projects and Knowledge Products)
RAP	Results and Performance (IEG annual report)
WBG	World Bank Group
XPSR	Expanded Project Supervision Report (for IFC Investment Operations)

Draft IEG WORK PROGRAM AND BUDGET (FY13) AND INDICATIVE PLAN (FY14–15)

Introduction

1. This document presents the work program and budget proposal for FY13 for the Independent Evaluation Group (IEG) and indicative plan for FY14 and FY15. This proposal comes at a time when significant rethinking of the international development architecture is under way as the world is beginning to emerge from the global financial and economic crisis that began in 2008, donor relations are being reshaped in the aftermath of the Busan High-Level Forum, and the target date for reaching the Millennium Development Goals (MDGs) is just three years away. The FY13–15 work program builds on strategic directions over the past two years and the organizational changes that have taken place within IEG, takes the Post-Crisis Directions Paper¹ as a point of departure, and builds a work program that balances appropriate coverage of World Bank Group (WBG) activities with a thematic approach to draw synergies and achieve greater cohesion.

2. A number of elements in the proposed work program respond directly to several inputs, including *IEG's self-evaluation*,² concluded in 2011; the *External Review of Oversight and Accountability Units at the World Bank Group*³ (subsequently referred to as the 5 I's Review); and the guidance received by members of the Board, as well wide-ranging consultations with WBG management and direct feedback received through IEG's client survey. As in past years, the document also benefited from an *External Review of IEG's Budget for FY13 and Linkage to Its Work Program*, commissioned by the Committee on Development Effectiveness (CODE) and based on a draft of this paper.⁴

3. This document outlines the strategic context for decisions and trade-offs in the work program and work program details and sets out the resource framework in the form of staffing and budget. The appendixes to this document include (i) a summary work program table; (ii) detailed descriptions for each of the proposed major evaluations, using a common selectivity framework, and other work program areas; (iii) an updated IEG's Results and Measurement Framework; and (iv) a summary of spending plans.

Independent Evaluation Group Strategy

4. The proposed work program builds on and extends the strategic directions that IEG introduced three years ago.⁵ In addition to responding rapidly to emerging issues, forging

¹ DC2010-0002.

² See "Self-Evaluation of the Independent Evaluation Group," February 24, 2011, CODE2011-0013.

³ COGAM2011-0014.

⁴ "External Review of Independent Evaluation Group's (IEG) Budget for FY13 and Linkage to its Work Program," BC2012-0003, CODE2012-0011.

⁵ See Independent Evaluation Group Work Program and Budget (FY10) and Indicative Plan (FY11–12), April 29, 2009, R2009-0094.

stronger links with WBG directions, and promoting greater IEG integration, IEG is proposing a theme for its three-year rolling work program to increase the linkages across IEG's work and thereby improve the effectiveness of the whole program. As a result, the work program will take full advantage of both micro and macro evaluations—respectively, project-level evaluations and evaluations of sectors, themes, countries programs, or corporate issues—and generate a cohesive set of insights and recommendations that will reinforce each other.

5. The most recent United Nations projections indicate that the world is largely “on track” to meet poverty reduction goals, thanks to strong growth in many middle-income countries and a significant number of countries in Africa. Progress has been uneven across and within countries, and many countries are greatly concerned about future growth, in part because of a lack of inclusiveness and sustainability. Global challenges, experienced at local levels, combine interrelated factors such as financial, fuel, and food crises, environmental disasters, stress on natural resources, population growth, and stability and security, to name a few.

6. As the 2015 deadline for reaching the internationally agreed-on MDGs draws near, debate will increase about the approaches and solutions to poverty reduction: what works, what doesn't, and why. These discussions will take place in an environment that is vastly different from the one in 2000. The aid architecture is transforming into a development partnership that includes many additional stakeholders: *new* donor countries, foundations, the private sector, and civil society. Private capital flows, including those between developing countries, although varying widely, have surpassed the level of official development aid by a large margin. When implemented in a sound and sustainable manner, such investments have demonstrated positive development results. The relationship between governments and citizens has changed in many countries; citizens now demand more accountability, openness, and public debate. All of these stakeholders are keen to have evidence and lessons from experience, especially from institutions such as the WBG that have been central to the development agenda and poverty reduction.

7. IEG aims to draw insights from experience of success and failure in ways that inform decisions and actions for the future. Evaluation asks critical questions about the effectiveness of the development endeavor and provides accountability for whether intended results were achieved.

8. The same questions apply to IEG: Are we achieving the results we set out to achieve? The evaluation profession has grown considerably over the past 10 years, with greater and greater demand for evidence and lessons about what works, how to achieve development results, and how to avoid common mistakes. This demand has led to an expansion of the evaluation field, stimulating debates about methods, professional standards, competences, and many other issues. One such issue—the effectiveness of evaluation—has often taken the back seat as the profession grappled with other important questions.

9. As indicated in last year's work program document, IEG has therefore further developed its results framework and included in this document as an appendix a framework for selecting each proposed evaluation. Both will be developed further to integrate more fully the thematic approach described below.

10. IEG is structuring its three-year rolling plan for its FY13–15 evaluative program around four clusters that, combined, contribute to lessons relevant to the mission of the WBG, as articulated in *New World, New World Bank Group*, endorsed by the Bank Group’s Board of Governors in April 2010, and the modernization agenda, endorsed by the Development Committee in the April 2012.⁶⁷

11. These evaluation clusters will be:

- The WBG’s contribution to growth and poverty reduction (MDG1 and beyond)
- The WBG’s contribution to achieving other welfare outcomes captured by the MDGs
- The challenge of achieving development results in different country contexts
- Implementing the development effectiveness agenda.

12. IEG’s accountability role requires that the full range of the WBG’s work—lending, investments, guarantees, knowledge work, advisory services, and partnerships—is adequately evaluated. This document begins to analyze the overall work of the WBG compared with the areas covered by IEG evaluations. This work will carry over into FY13 and is intended to lead to informed discussions about the degree to which IEG adequately covers the WBG’s most important activities and any gaps in coverage.

Highlights of the FY12 Work Program

13. In recent years the global economy has experienced a number of shocks that risk setting back the results of previous development efforts, accompanied by an ongoing transformation in the development world. Together these factors increase the demand for evidence-based decision making and raise the bar for deriving lessons from a past that might no longer be a guide for the future.

14. During FY12, IEG focused on providing timely input to the development agenda. This has included the evaluation of *World Bank Group’s Response to the Global Economic Crisis: Phase II*. Three additional thematic evaluations are well advanced and expected to be completed in FY12, namely the evaluation of youth employment, the evaluation *World Bank Group Experience in Managing Forest Resources for Sustainable Development*, and the third and final phase of IEG’s work on climate change: *Climate Change and the World Bank Group: Climate Adaptation*.

15. On other important topics where evaluations were completed in late FY11, IEG engaged with the broader development community, including participating in the High-Level

⁶ See DC2010-0003, April 2010. The vision of the WBG endorsed by the Governors has since been “to overcome poverty—by supporting an inclusive and sustainable globalization, enhancing growth with care for the environment, and creating individual opportunity and hope.”

⁷ See DC 2012-0005, April 2012. “Update on the Bank’s Business and Modernization: Results, Openness, and Accountability.”

Forum in Busan, based on IEG's evaluations of World Bank progress in harmonization and alignment in low-income countries, the evaluation of the world bank's trust fund portfolio and its biennial review of global and regional partnership program reviews. IEG also continued its outreach and engagement on its evaluation of the World Bank country-level engagement in governance and anticorruption.

16. IEG continued its practice of focusing its micro work, particularly the Project Performance Assessment Reports (PPARs), on themes that would support subsequent evaluations. These included, among others, work on sustainability of infrastructure in India, Mozambique, and Poland; response to the food crisis in Burundi, Djibouti, and Sierra Leone; and financial sector development in the Arab Republic of Egypt, Guatemala, Morocco, and Pakistan.⁸ In addition, IEG is completing reviews of more than 450 project-level investment and advisory activities across the WBG.

17. At the country level, IEG is completing two more Country Program Evaluations in fragile and conflict-affected states (*Afghanistan* and *Liberia*) to complement earlier evaluations (Timor-Lest and West Bank and Gaza) as a foundation for IEG's forthcoming evaluation on the World Bank Group in fragile and conflict-affected states (FY13). In addition, the review of CAS Completion Reports (CASCRs) is done for all CASs and Country Partnership Strategies that are presented to the Board with a CASCR.

18. IEG is completing four reviews of global and regional partnerships this year. These include the Global Fund to Fight Aids, Tuberculosis, and Malaria and the World Bank's Engagement with the Global Fund. Two additional partnership reviews will be completed by the end of FY12, the Global Fund for Disaster Reduction and Recovery and the Forest Carbon Partnership. Further insights into the effectiveness of approaches toward specific development challenges were examined in IEG's Review of Impact Evaluations.

19. At the institutional level, the FY12 *Results and Performance* (RAP) report will further contribute to the WBG's focus on results, while *The Matrix System at Work: An Evaluation of the World Bank Group's Organizational Effectiveness* contributed to the discussion the modernization and reform agenda for the World Bank. The evaluation of the system for private sector operations is scheduled for completion this fiscal year.

20. A new feature in IEG's work program was a series of notes to the Board addressing updates on Regional Strategies. These proved to be very effective and will be continued in the future. In addition, Executive Directors requested similar notes to accompany future network updates; those will be included in the FY13 work program and beyond. Additional IEG products based on earlier evaluations included notes on Southern Sudan, Bulgaria, and the financial sector.

21. *Beyond the evaluative work program*, and the accompanying communications, outreach, and learning efforts,⁹ IEG took significant steps to implement recommendations stemming

⁸ A more comprehensive list is available in IEG's quarterly reports to the Board.

⁹ Further details on communication, outreach, and learning activities are provided in the subsequent sections, as much of these efforts bridge fiscal years and are ongoing in nature.

from the 5 I's Review, the 2011 self-evaluation, and recommendations from IEG's External Advisory Group (see relevant boxes).

22. In response to the specific recommendations in the 5 I's Review and, IEG will provide a written update on its actions taken during the course of May 2012 in follow-up to the CODE discussion. As one of the follow-up actions to the 5 I's Review, IEG has developed an annual report that provides an account of IEG's work in the previous fiscal year. The first such report, covering FY11, is a prototype and will be submitted in FY12. As of FY13, this report will be part of IEG's regular reporting to CODE and the Board, building on the quarterly reports. The IEG Annual Report will be finalized and distributed routinely during the first quarter of each fiscal year. That report will take stock and account for work during the fiscal year and reflect on future directions for IEG. It will complement the RAP, which focuses on the findings of IEG micro and macro evaluations, and will provide a synthesis of evaluation insights and an aggregation of lessons derived from them to report on the achievements of the WBG.

23. Among the new features in this work program is the application of a selectivity framework developed from a study of IEG's influence and IEG's results framework—each innovations in the evaluation field. The framework will be included in all new evaluations proposed for FY13–15.¹⁰ The selectivity framework builds on closer engagement with management and stakeholders, as well as on the areas emphasized for follow-up from the implementation of previous IEG recommendations captured in the Management Action Record.¹¹

Coverage of IEG Evaluative Work

24. The breadth of development programs and services covered in the post-crisis directions paper directly reflects the growing demand for traditional WBG assistance in the form of financial and knowledge services, as well as the need to develop new lines of business commensurate with the new challenges the WBG's clients are facing in the 21st century. IEG's evaluative work has traditionally built on the WBG's self-evaluation system, with in-depth analyses of specific thematic and corporate areas. As the 2011 Self-Evaluation indicated, this has led to pressure on IEG to expand its accountability and learning roles to new products that have been mainstreamed in recent years (as in the case for evaluations of IFC's Advisory Services).

25. IEG will therefore review (i) the services provided by the WBG to clients by thematic area and volume, compared with IEG's recent evaluations; (ii) other WBG development activities that are currently outside of IEG's evaluations, such as its engagement with the G20; and (iii) partnerships and subsidiaries that involve the WBG and that are large in scale, yet have a relatively small impact on WBG resources. This analysis is at a preliminary stage and will be developed further in the coming months. Its results and implications will be discussed in the next work program and budget document.

¹⁰ Some will be included in the final work program document.

¹¹ See below for updates on Management Action Record reform and engagement with management.

26. There is a strong linkage between self-evaluation and independent review in the areas of World Bank lending, International Finance Corporation (IFC) financial and advisory services, and increasingly in Multilateral Investment Guarantee Agency (MIGA) guarantee activities. Still, the World Bank's knowledge and technical assistance services are not systematically covered (nor is it clear how best to cover them) and rely on targeted efforts by IEG through coverage under country, thematic, or clustered PPARs.

27. However, significant areas of institutional activities are not covered by IEG (or self-evaluated by the respective institutions):

- Short-term trade finance investments by the IFC, including the \$3 billion Global Trade Finance Program, which had already been identified in the previous work program and where work is under way to both integrate trade finance operations in the project evaluation framework and evaluate their overall relevance, effectiveness, and efficiency so far.
- At the World Bank, a systematic inclusion of knowledge, technical assistance, and analytic work amounting to about \$500 million in annual staff resources that directly benefit clients or contribute to global public goods.¹²
- IFC's role in affiliated entities, which have a small impact on IFC's financial commitments but have grown to about \$5.3 billion in available funds.¹³
- WBG partnership programs, beyond those falling under the already existing Global and Regional Partnerships Programs.¹⁴ These include work principally conducted by the World Bank on global issues and special topics with both Bank resources and Bank-executed Trust Funds. Taken together, these account for about \$200 million annually in staff resources that go largely unevaluated.
- Finally, a large number of institutional processes and systems that have a direct bearing on the organization's development effectiveness (such as the process for raising International Development Association (IDA) and Trust Fund resources), amounting to 30–50 percent of total resources across the three WBG institutions.

28. Coverage on a sector and regional basis as well as by institution is strong, as IEG reviews 100 percent of World Bank Implementation Completion and Results Reports (ICRs) of completed projects, a 50 percent sample of IFC's operationally mature investment projects for which Expanded Project Supervision Reports are prepared, a 70 percent sample

¹² See *The State of World Bank Knowledge Services 2012*. These products are being assessed in the context of country and sector/thematic evaluations, however.

¹³ These include the Asset Management Company, the African Enterprise Fund, the Small Enterprise Fund, the Venture Capital Fund, the Performance-Based Grant Initiative/Output-Based Aid, and the Funding Mechanism for Technical Assistance and Advisory Services.

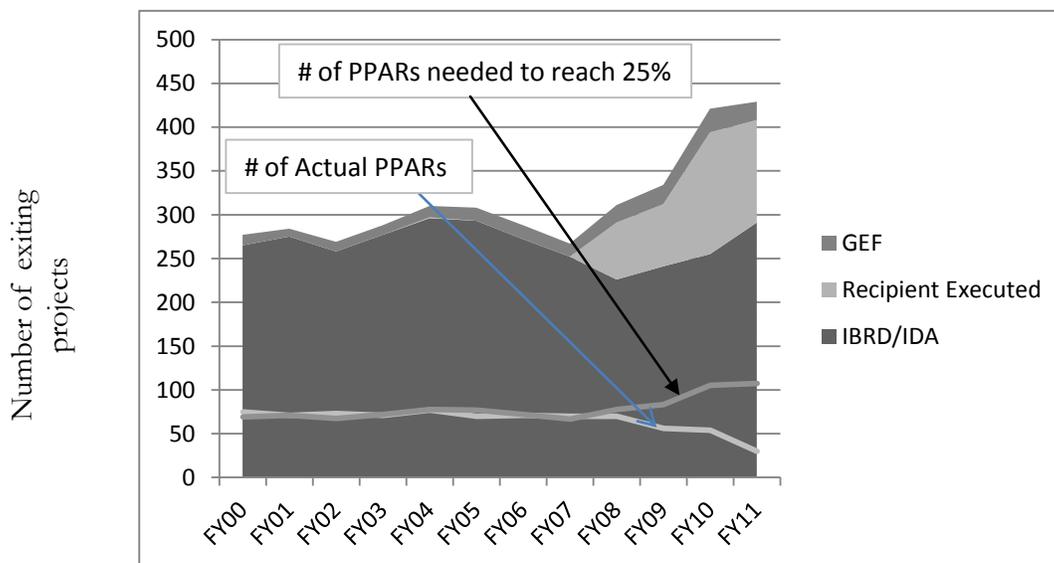
¹⁴ Appendix 5 lists the formal partnership with recently completed self-evaluations.

of Project Completion Reports prepared for IFC advisory services operations, and 100 percent of MIGA’s regular guarantee projects.¹⁵

Box 1: Project Evaluation Coverage of World Bank Lending Operations

IEG reviews 100 percent of received Implementation Completion and Results Reports, the self-evaluations prepared for all IBRD, IDA, Global Environment Facility operations, and most operations funded by recipient executed trust funds.^a Traditionally, IEG has aimed to conduct independent field evaluations (Project Performance Assessment Reports, PPARs) on 20-25 percent of these operations to enhance accountability and learning and serve as building blocks for major evaluations. However, with the steep rise in recipient executed trust fund operations, as well as the piloting of field reviews of analytical and advisory activities (AAA), the effective coverage of lending operations has declined in recent years to under 10 percent. Contributing to that decline is a dramatic increase in the number of recipient-executed trust fund operations and a doubling of GEF operations. IEG is reviewing the purpose, coverage, and funding of this work to reflect the distinct trend in the operational services and to ensure that the proper trade-offs are being made.

Declining Share of Lending Operations Evaluated in the Field, by Fiscal Year of Exit



a. ICRs are completed for all operations funded by recipient-executed trust funds over US\$5 million.

29. IEG is committed to working with Operations Policy and Country Services (OPCS) to develop a framework for the evaluation of World Bank knowledge products, based on a number of pilots that have been undertaken by IEG, as well as the 2008 report *Using Knowledge to Improve Development Effectiveness* and the World Bank’s own knowledge report. Similarly, IEG has agreed with OPCS to develop an evaluation framework for the Program for Results instrument, and the agreed follow-up to the 2012 matrix evaluation provides an opportunity to periodically assess progress in the organizational reform agenda. Similar

¹⁵ Excluding guarantees underwritten under MIGA’s Small Investment Program, which will be evaluated on a programmatic basis.

arrangements are being discussed to cover other areas of IFC, such as the Asset Management Company and other affiliated subsidiaries.

FY13–15 Work Program

The Challenge of Inclusion

30. The challenge for the coming years is to deliver a work program that is well adapted to the new range of WBG services, generates insights that can help the WBG and its clients be more effective in achieving inclusive growth and poverty reduction, and transforms business process and partnerships. Partners also look to IEG leadership in the evaluation profession and thereby directly contribute to the goal of a New Global Development Partnership that emerged out of Busan.¹⁶

31. Against this backdrop, with the MDGs viewed in an applied context, IEG intends to examine from a variety of perspectives how effective the WBG has been in addressing the challenge of *inclusion* through its work. Although there is no universally accepted definition of inclusiveness, the challenges of reaching the poorest segments of the population, continued gender disparities, the inclusion of minority groups, pressures brought about by population growth and migration to urban areas, reaching people in isolated areas, and protecting those who are most vulnerable to shocks all form part of a picture of inclusive growth and poverty reduction. In short, the approach IEG will use to address inclusiveness could be described as equality of opportunity for fairness of outcomes.

32. Using this lens, IEG will consistently take advantage of opportunities to both select evaluations and to ask pertinent questions within relevant evaluations that shed further light on the WBG’s contribution to achieving development results—the MDGs and beyond. The proposed work program places these evaluations within a four-pillared structure. The structure is meant to allow for questions to be addressed across a set of evaluations and provide useful insights for the post-2015 development challenges.

Thematic Clusters of Evaluative Work¹⁷

33. *The WBG Contribution to Growth and Poverty Reduction: MDG1 and Beyond.* This set of evaluations will focus on aspects of the WBG’s global contribution—through financial services, knowledge and advisory services, and partnerships—to poverty reduction from the angle of inclusive growth through economic and social opportunities, including distributional effects and ways of reaching the most impoverished groups. Managing risks and also addressing the challenges of the “new poor” will feature in this work.

- IEG intends to conduct a series of evaluations that look at the role of the financial and private sector in providing sustainable services that build the foundation for growth and access and equality also at the base of the economic and social pyramid.

¹⁶ See Busan Declaration, 4th High-Level forum on Aid Effectiveness, November 29–December 1, 2011, Busan, Korea.

¹⁷ See Appendix 1 for details of IEG’s evaluative work program. This section does not necessarily provide a comprehensive listing of all evaluative products.

This work is proposed to be conducted in three phases: *innovation and entrepreneurship* (FY13), *investment climate reform* (FY14), and *financial inclusion* (FY15). It is complemented by a look at *WBG support to small and medium enterprises* focusing on IFC and MIGA (FY13) and public-private-partnerships for access and sustainability (FY14).

- A second series of evaluations looks at the provision and sustainability of basic infrastructure services. Phase I looks at *transport* (FY13); Phase II will focus on *energy and water* (FY14). Access and equity considerations for the lowest quintiles of the income distribution will be important considerations.
- A further element for this cluster of work relates to the need to protect vulnerable groups from falling into poverty as a result of shocks. IEG will evaluate the *WBG's global food crisis response program* (FY13) as well as the *WBG's impact on urban poverty* (FY15) and *rural non-farm economic growth* (FY15).

34. *WBG contribution to other MDGs.* This set of evaluations will focus on the health and education outcomes and environmental issues that form the major part of the MDGs. Taking stock of existing evaluations and identifying the gaps in evidence will help generate insights of what else needs to be done to advance this agenda.

- Earlier reviews of impact evaluations, including nutrition and social safety nets, will be complemented with meta-reviews of impact evaluations on *maternal and child health and poverty and gender* (FY14). Evaluations of the *reform of health systems* (FY14) and of *early child development* (FY15) will deepen insights into the WBG's effectiveness in these critical areas related to the MDGs.
- In addition, Global Program Reviews of the Global Alliance for Vaccines and Immunization and the Global Partnership for Education¹⁸ will provide insights into the effectiveness of these partnerships.
- In addition, a number of evaluations will address environmental issues, complementing IEG's past work in this area and filling knowledge gaps. In particular, IEG will conduct a Global Program Review of the WBG's partnership with the Global Environment Facility (FY13), an impact evaluation on *environment* (FY14), and an evaluation of *green growth analytics* (FY15).

35. *The Challenge of Achieving Development Results in Different Country Contexts.* This set of evaluations will address how country-specific factors affect the opportunities for inclusive growth and poverty reduction and the effectiveness of WBG interventions in different client segments.

- For Country Program Evaluations, IEG will focus on middle-income countries (*Brazil* and *Tunisia* in FY13) to gain a deeper understanding of their long-term

¹⁸ To be confirmed for future years.

development challenges, such as governance, distributional impacts of public policies, and the different roles the three WBG institutions are playing.

- Building on country and project work, IEG will evaluate the WBG's activities in the context of knowledge-based country programs (FY13) and in fragile and conflict-affected situations (FY13), followed by an in-depth look at the *WBG's focus on poverty and results in low-income countries* (FY14) ahead of the IDA17 replenishment round. A full review of the WBG's work in *middle-income countries* is planned for FY15, together with an evaluation of the *WBG's role in promoting South-South development* (FY15).

36. *Implementing the Development Effectiveness Agenda*: Resolutions of the high-level forums in Paris, Accra, and Busan define principles for working with partner countries—ownership, harmonization, alignment, use of country systems—that aim to increase development effectiveness. IEG has evaluated the WBG's performance against parameters of harmonization and alignment and is starting an evaluation of procurement. An increasing focus on linking these principles to actual outcomes for inclusive and sustainable growth can contribute to informing discussions on development effectiveness.

- Building on the matrix evaluation, and to contribute to the further reform efforts of the WBG, IEG will look at the development effectiveness of *World Bank procurement policies* (FY13) and learn from the different approaches taken to *client focus and decentralization* by the World Bank and the IFC (FY14).
- IEG will also look at the development effectiveness of so-far unevaluated instruments, including trade finance (FY13), and the initial implementation of the new Program for Results instrument (FY15).

37. Much of the work program over the coming years is geared toward making a significant contribution to the global discourse on development and poverty reduction that is likely to take place as 2015 approaches. IEG will have a work program for the outer years that remains to be shaped to achieve synergies across evaluations. IEG will examine the WBG's role in addressing long-term challenges with a direct poverty impact. IEG will also study the engagement of the WBG with middle-income countries, as many of these are foreshadowing the role the WBG will increasingly have to play in today's better-performing low-income countries.

38. In the spirit of the “new development partnership” agreed at Busan, IEG will take a look at the role of the private sector in reaching development goals, the role of South-South cooperation and review the WBG's self-evaluation system within this new development context. Finally, the annual RAP reports will track closely the WBG's results agenda, including progress in operationalizing the WBG's Corporate Scorecard. By 2015, the RAP will attempt to develop an overall assessment of progress in the WBG's contribution to achieving development results.

Strategic Focus of IEG's Project-Level Work¹⁹

39. Much of the work mentioned above, which is the majority of what the Board typically reviews, is underpinned by a strong system of project-level evaluations that increasingly include knowledge and advisory services. Beyond the established system of self-evaluation and independent review for financial (Bank, IFC, and MIGA) and advisory (IFC) services, IEG intends to increasingly draw on results from PPARs and other field evaluations of lending and knowledge products.

40. Pending the review of PPARs mentioned in Box 1, several strategic themes will be introduced in the coming years. One will focus on the mega projects that have received substantial financial support from the WBG. Many of these share features such as risk taking and have the potential to be transformative. These PPARs will look for lessons similar to those put forth in IEG's evaluation of the set of programs in support of the Chad-Cameroon pipeline.

41. A second strategic theme relates to the use of public expenditure analysis to inform policy dialogue and decisions around the allocation of public resources. This is a particularly important question in low-income countries and will feed into the evaluation of the WBG's focus on poverty and results in low-income countries.

42. IEG has started developing project cluster evaluations covering evaluative findings on IFC and MIGA projects in a sector or theme; these intend to draw out findings and lessons for operational staff. In FY13, these cluster evaluations covered themes such as the poverty impacts of IFC's projects, extractive industries, and support to South-South investments.

43. Furthermore, IEG intends to expand the concept of in-depth reviews of projects to the private sector, as well as mainstream recently conducted cluster evaluations of private sector projects. Further work will be done to assess the potential for extracting added learning value from IEG's micro work while fully satisfying IEG's accountability function.

Methodology

44. IEG has been continuously engaged in strengthening and expanding its methodologies, including working with the Evaluation Cooperation Group (ECG) to develop and refine evaluation methods and good practice standards for project evaluation in multilateral development banks. IEG's recently completed self-evaluation highlighted the need for IEG to develop explicit evaluation standards and to become more transparent with respect to its methods. IEG remains strongly committed to the professional development of its staff and has initiated work with Human Resources to establish evaluation competencies consistent with WBG competency frameworks. A major effort to increase the provision of

¹⁹ The references to thematic clusters and PPARs should be considered preliminary until the review of PPARs indicated in Box 3 has been completed.

formal evaluation training for staff at all levels has already resulted in substantial uptake.²⁰ The methods work program priorities for FY13 are as follows:

- Developing a comprehensive Evaluation Policy that draws together, codifies, and consolidates the current evaluation architecture that was developed separately for evaluation of the World Bank, IFC, and MIGA. This will be based on the need for a clear and transparent policy statement on the principles and norms that govern the WBG’s independent evaluation function, which articulates the purpose and roles of evaluation within the WBG. It will outline organizational roles and responsibilities for the evaluation function and set out the role of self-evaluation. It will also provide principles and norms to guide the conduct of evaluations so as to ensure their quality, objectivity, and utility, consistent with internationally accepted principles and standards. The Evaluation Policy will be delivered in FY13 for discussion and endorsement by CODE and approval by the Board.
- Implementing IEG’s recently developed quality standards for Approach Papers based on experience with the ongoing pilot. These standards are particularly important for IEG’s macro evaluations and will complement the evaluation standards that are already in place for IEG’s project evaluations and Global Program Reviews, among others. Similarly, principles for IEG’s evaluation reports have been developed and piloted in FY12 and will be rolled out in FY13.
- Developing (i) supplemental guidelines for Country Assistance Strategy Completion Report Reviews tailored to joint (World Bank and IFC) strategies, (ii) a methodology for evaluating IFC’s trade finance program, and (iii) a manual for PPARs.
- Piloting the use of “inclusive data collection” methods that are now possible through the use of geographical information systems and other technology in selected evaluations.

Engagement and Following Up on IEG Recommendations

45. Building on the work done in FY12, particularly the development of a results framework and reform of the Management Action Record (MAR), strategy work in FY13 will focus on implementation in close coordination with the methodology work program described above. Key elements of the MAR reform include stepping up engagement between IEG and WBG management, establishing clearer linkages between findings and recommendations in the Management Response, and clearly prioritizing IEG recommendations. In addition, the MAR would be finalized 90 days after the CODE discussion to take that discussion into account, including laying out more specific actions and timelines when necessary and feasible. IEG will use the final MAR to report on implementation.

46. WBG management and IEG have jointly undertaken three MAR reform pilots: *Assessing IFC’s Poverty Focus and Results*; *Social Safety Nets—An Evaluation of World Bank Support*,

²⁰ Several of the work program areas in this section relate directly to IEG’s results and measurement framework (see Appendix 3).

2000–2010; and Capturing Technology for Development—An Evaluation of WBG Activities in Information and Communications Technologies.

47. At the December 12, 2011, meeting to update CODE on MAR reform (CODE/GS2012-0001), IEG and management reported that the MAR pilots have demonstrated positive results: more interaction between WBG management and IEG when drafting recommendations, better understanding of the links between findings and recommendations, increased clarity in actionable recommendations, and increased ownership by WBG management of agreed recommendations. The engagement on recommendations prior to CODE discussion is being rolled out in all IEG evaluations that include recommendations, which may require additional time for engagement throughout the evaluation cycle.

48. In addition, the stock of recommendations for IFC and MIGA has been reviewed, and outstanding recommendations that were no longer relevant have been retired. A similar process will be carried out for the World Bank. A new standardized reporting system is also being developed for tracking recommendations for consistency across institutions; this will be operational in FY13. The reporting and analysis of recommendations has taken place both via the quarterly reports to CODE and the RAP. This year's RAP will provide an assessment of the WBG's adoption and implementation of IEG recommendations from a risk perspective.

Learning, Openness, and Transparency

49. Under its new Access to Information Policy, IEG released to the public the complete collection of World Bank project performance ratings. The more than 8,000 project assessments correspond to about 6,000 completed projects since IEG was established in 1967.²¹ It is the longest running development project performance data collection of its kind. IEG also declassified several project- and country-level evaluations and provided a streamlined means to address information requests from the public.

50. In coordination with WBG management, IEG is introducing a new MAR tracking system building on industry-leading software. The new system was piloted in March 2012 and is currently being customized for implementation in FY13. IEG expects it will provide greater expediency and transparency to the recommendation follow-up and reporting process.

51. With respect to project evaluation, IEG responded to demand from the Bank and IFC staff for training on how to produce high-quality ICRs and Expanded Project Supervision Reports (XPSRs), tailoring its findings and lessons more directly to operational teams and reaching more than 300 World Bank and IFC staff so far in FY12. IEG will continue to deliver training to Bank Group staff upon request and will also seek opportunities to do develop e-learning programs based on existing platforms developed by the World Bank Institute.

²¹ This includes PPAR ratings on projects that had already been rated as part of the ICR Review process.

52. IEG has planned further investments to align its information management systems with new strategic priorities. A new WBG-wide integrated platform will facilitate collaboration and improve work program coordination, streamline access to evaluation-related data resources and analytics, and better support learning from IEG evaluations. Being a centralized unit within an increasingly decentralized organization, IEG is also investing in technologies to bring learning programs to country office staff on a much more frequent basis.

53. In a recent (2011) client satisfaction survey, WBG staff confirmed their interest in project-level evaluation and in lessons derived from experience. To this end, IEG began working with OPCS on a joint “good practices” pilot database, which included lessons contained in PPARs. The database could be linked into the Operations Portal, the World Bank’s core portfolio management system, thus enhancing field staff access to IEG findings and lessons. A similar system, eLRN (“e-Learn”), has been developed for IFC staff and will be extended to include MIGA projects next year.

Box 2: Staff Learning Going Global

Complementing IEG’s new Access to Information policy, IEG is able to produce learning materials and open training programs up to non-WBG staff. Evaluation Week, which is now in its eighth year, is much different than when it first began. In October 2011, IEG hosted more than 30 learning sessions that ranged from sharing knowledge on how to write good ICRs and Expanded Project Supervision Reports to why it is important to mainstream M&E results into public budgeting decisions. The events were open to external participants who learned about them through IEG’s dedicated website, social media, or promotional emails. The dedicated website generated 5,095 page views and 3,813 unique visitors in October from 126 countries. Facebook updates highlighting the live-stream videos and real-time updates from Evaluation Week generated more than 7,000 impressions. Fifteen sessions were streamed live to external audiences in 58 countries and then saved on IEG’s video server.

Increasingly, IEG staff are sought out for their expertise on evaluation topics. Evaluation Week is now drawing several hundred participants from the WBG and many external evaluation units. Over the past year, IEG has been asked to take a major role in learning events that were organized for staff at the African and Islamic Development Banks, the Organisation for Economic Co-operation and Development–Development Assistance Committee, the European Development Finance Institution meeting, and the International Program for Development Effectiveness Training. IEG staff also participated in events organized by the American and African Evaluation Associations to share evaluation findings and methodologies with development practitioners.

Building Client Monitoring and Evaluation Capacity

54. IEG actively engages with partners to support evaluation capacity development in client countries and to share evaluation findings with the broader development community. FY12 was the second full year of the implementation of the CLEAR (Centers for Learning on Evaluation and Results) program. CLEAR was established in response to the commitments under the Paris Declaration (2005) and the Accra Agenda for Action (2008), and it finds renewed impetus under the declarations made at the Busan High-Level Forum (2011). IEG also continued its flagship International Program for Development Effectiveness Training (IPDEI) and the development of M&E knowledge products and advisory services. IEG’s evaluation capacity development program collectively supports the foundations of

transparency, accountability, and evidence-based decision making, which are needed for catalyzing inclusive and sustainable growth and poverty reduction at the country level.

55. In FY12, working closely with the Bank's regional vice-presidential units, CLEAR solidified its presence in Africa and South Asia by establishing the two competitively selected regional institutions—the University of Witwatersrand in South Africa and JPAL-South Asia at the Institute for Financial and Management Research in India. Both institutions received grants and began implementing their programs, working with key clients such as the South African Presidency's Department for Performance Management and Evaluation and Pratham, a key nongovernmental organization in education, in India. In addition, CLEAR selected two more institutions: Centre Africain d'Etudes Supérieures en Gestion, in Senegal for Francophone Africa and Centro de Investigación y Docencia Económicas in Mexico for Spanish-speaking Latin America. The collaboration with the Asia-Pacific Finance and Development Center in China continued, with an expanded set of programs for East Asia and piloting of a key workshop on impact evaluation. IEG also began linking learning from its evaluation work with this initiative, thereby creating win-win opportunities for learning among all partners. IEG and CLEAR Center Africa held the first joint workshop on IEG's evaluation, Assessing IFC's Poverty Focus and Results.

56. CLEAR's donor partners expanded and now include the African Development Bank, the Asian Development Bank, the Australian Agency for International Development, the Belgian Development Cooperation, the Inter-American Development Bank, the Rockefeller Foundation, the Swedish International Development Agency, the Swiss Agency for Development Cooperation, and the United Kingdom Department for International Development. The total contributions to date are approximately \$6.7 million.

57. In FY13 CLEAR will go through a consolidation phase, with the five centers spanning four regions establishing their programs more firmly and building regional networks to bring quality know-how and learning opportunities close to country clients. They will implement a range of approaches to evaluation capacity development and work with a variety of clients at all three levels of capacity—individual, organizational, and institutional. The indicators of program success include the centers expanding the range of their capacity development services, the quality of their services being rated highly by clients (as evidenced through evaluations), and increasing revenues for their services. In addition, IEG will seek appropriate opportunities to advance joint client learning based on IEG's and other partners' evaluations.

58. Over the past 10 years, IPDET has provided training to more than 2,000 practitioners from developing countries. IEG is continuing this program in a joint partnership with Carleton University. Agreement was reached to develop a sister program in French with the École nationale d'administration publique in Quebec.

59. IEG also continued its unique knowledge publication series on how governments develop, maintain, and use M&E systems. In FY12, IEG published case studies on China, Chile, Korea, and the United States. IEG also continued its advisory services and technical assistance on a strategic, demand-driven basis, including sharing knowledge on M&E with South Africa and the Dominican Republic. In addition, IEG continued the Bank-wide

practice group on M&E in collaboration with the Poverty Reduction and Economic Management Network.

Staffing and Budget

Human Resources

60. IEG will continue to keep staff skills closely aligned with the needs of its work program. As of end March 2012, staffing levels in IEG stood at 101, below its full complement of about 115. Internal mobility in IEG compares favorably with other operational units and the Bank as a whole, and IEG is taking advantage of staff turnover to refresh and renew its staff skills base. IEG management is conscious of the need to draw both on WBG experience and on experience from other organizations. The proportion of professional staff (GE+) at the end of February 2012 that were recruited from outside the WBG stood at 49 percent, with 77 percent of FY12 hires at the GE+ level having had no previous WBG employment. IEG will continue to maintain staff and other fixed costs at a level consistent with a fixed cost ratio of around 70 percent to allow for adequate flexibility.

Budget Proposal

61. *Sources.* IEG's projected resources to deliver its FY13 work program total \$35.3 million, comprising a \$33.2 million regular budget to be approved by the Board, \$1.2 million in trust funds, and \$0.2 million in other revenues. This resource envelope is consistent with the budget framework agreed at last year's work program discussion with the Board. IEG is also requesting the reinstatement of carryover for FY13, as detailed below; if approved, this would amount up to \$0.7 million of IEG's approved budget in carryover resources in FY13, based on a projected under-run for FY12.

62. At the time this budget proposal is being submitted, IEG is aware of changes to the Bank's chargeback methodology, which will be cost neutral at the institutional level but may not be cost neutral at the level of the vice-presidential unit. IEG has not been apprised of the full impact of these changes; accordingly it has assumed that they will be cost neutral and that any changes will result in a commensurate increase or decrease in the World Bank contribution to IEG.

63. The regular budget is set out in Table 1, which shows recent trends as well as projections in real terms using FY12 prices. IEG's budget for FY13 is based on the following:

- No change is proposed for the World Bank contribution, which comprises almost 80 percent of IEG's regular budget sources and has remained flat in real terms since FY05.
- No increases are proposed for IFC and MIGA either. In FY11, MIGA agreed to absorb \$0.12 million in headcount-based nondiscretionary fees and charges; this continues to be reflected in a lower IEG funding requirement, as set out in Table 1. In the event that these fees and charges rise, MIGA's contribution to IEG will be increased by a commensurate amount.

Table 1: IEG Institution Contributions, FY10–15 (in constant dollars using FY12 prices)

	FY10 Budget \$m	FY11 Budget \$m	FY12 Budget \$m	FY13 Proposed \$m	FY14 Indicative \$m	FY15 Indicative \$m
WB Contribution	25.7	25.8	25.8	25.8	25.8	25.8
IFC Contribution	5.9	5.7	5.9	5.9	5.9	5.9
MIGA contribution 1/	1.5	1.4	1.4	1.4	1.4	1.4
Total IEG	33.2	33.0	33.2	33.2	33.2	33.1

IEG as % of parent institution budget 2/, 3/

WB	1.4%	1.4%	1.4%	1.4%	1.4%	1.4%
IFC	1.1%	1.0%	1.0%	1.0%	1.0%	1.0%
MIGA	3.7%	3.7%	3.2%	3.2%	3.2%	3.2%
Total	1.4%	1.3%	1.3%	1.3%	1.3%	1.3%

1/ The approved contribution from MIGA assumes that it will continue to absorb \$0.12m in IEG related non-discretionary fees and charges. In the event that MIGA choses to depart from this practice which it initiated in FY11, or these fees and charges rise, MIGA's contribution to IEG will be increased by a commensurate amount.

2/ In the case of the World Bank and IFC, the Net Administrative Budget and Regular Administrative Expenses budgets have been used as the denominator. In the case of MIGA, for comparison purposes, the denominator comprises the Regular Administrative Budget plus FIAS contributions, Contingencies, Rent Increase allocations, CAO/Ombudsman office, and Depreciation. For consistency purposes, the numerators have also been adjusted, with an adjustment being added to the IFC contribution for space and IT, and with the MIGA contribution being reduced in the amount of overheads and pension contributions.

3/ Percentage calculations assume that budgets for the World Bank, IFC, and MIGA will remain at FY12 levels in constant dollars

64. *Carryover.* IEG is requesting authority to carry over to FY13 unspent FY12-approved funds of up to a maximum of 2 percent of its total spending authority, or \$0.7 million. IEG expects an under-run of \$1.4 million in FY12, owing to a higher than anticipated level of staff vacancies, which has challenged the timely delivery of the FY12 work program. In response, IEG management focused on ensuring that FY12 commitments were delivered in full, redeploying resources as necessary to ensure that this was achieved. As a result, the start of evaluations planned for FY13 has been delayed, with likely bunching in the future. To address the bunching issue, IEG is therefore requesting the carryover to accelerate work on the FY13 work program, with a view to ensuring a better distributed delivery of output to CODE by FY14. Any carryover would be deemed to derive from all contribution sources pro rata.

65. *Trust funds.* IEG expects to receive \$1.2 million in trust funds. These are incorporated into IEG's spending plans in Table 2 and Appendixes 5 and 6. Of these, \$0.8 million will finance studies and \$0.4 million will finance IEG's evaluation capacity development program, including the CLEAR secretariat and a scholarship program for IPDET. In addition, donors have contributed around \$5 million to the CLEAR program to fund regional centers. Although these funds are also managed by IEG, they cannot be used by IEG to support its work program.

66. Recognizing the imperative of protecting independence from misperceptions that could be caused by reliance on trust funds, IEG has put in place clear procedures on the use of such funds, including a requirement that aggregate use of trust funds should not exceed 15 percent of total spending on products and should also not exceed 25 percent of the cost of any individual product. In addition, IEG's procedures require that trust funds be used for noncore evaluation activities, such as literature reviews, case studies, focus groups, and in-

country workshops, but not for core activities, such as strategy development, portfolio reviews, and approach paper preparation.

67. IEG also receives \$0.2 million in other income, including \$80,000 from the Global Environment Facility for ICR and PPAR work on Facility projects, and \$40,000 in trust fund fee income.

68. *Capital budget.* A capital budget request of \$450,000 was approved last year to fund several ongoing projects. These include an upgrade of IEG’s product-tracking tools—tracking progress on the micro products work program—and facilitating the follow up on recommendations of IEG evaluations and progress against IEG key performance indicators. IEG is not requesting a capital budget authorization this year. Implementation of these programs is on track and should be completed as envisaged during the course of FY13.

69. *Spending trends.* Table 2 sets out trends in resource use over the FY10–14 period, comprising not just regular budget resources but also trust funds and other income.

Table 2. Summary of Sources (including Trust Funds) and Uses and Key Spending Ratios, FY11–15 (nominal \$)

	FY11 (act)	FY12 (plan)	FY12 (proj)	FY13 (est)	FY14 (est)	FY15 (est)
	\$m	\$m	\$m	\$m	\$m	\$m
Total Sources	33.9	34.0	34.3	35.3	34.5	34.5
Uses						
Project/AAA Evaluations	6.0	6.7	6.3	6.3	6.3	6.3
Thematic/Sector/Corporate	10.0	8.3	9.3	10.5	9.7	9.7
Country and Global	2.2	4.1	3.2	3.3	3.4	3.4
Knowledge Activities	4.9	4.9	4.8	4.7	4.7	4.7
Rapid Response	0.6	0.6	0.3	0.6	0.6	0.6
Sustaining	5.7	5.1	4.4	5.1	5.1	5.1
Indirects	4.4	4.4	4.6	4.7	4.6	4.6
Total Uses	33.8	34.0	32.9	35.3	34.5	34.5
<i>Proportion of spending on Products</i>	56%	58%	58%	59%	58%	58%
<i>Proportion of Spending on Knowledge Activities</i>	15%	14%	15%	13%	14%	14%
<i>Proportion of Spending on Sustaining Activities</i>	17%	15%	13%	15%	15%	15%
<i>Proportion of Spending on Indirect Costs</i>	13%	13%	14%	13%	13%	13%
<i>Nominal Spending Growth</i>		1%	-3%	7%	-2%	0%
<i>Cost flexibility - Fixed Cost Ratio</i>	70%	69%	63%	70%	72%	72%

Note: Variation in nominal spending growth between FY11 and FY15 is primarily related to the carryover request

70. IEG’s strategic directions are reflected in the spending proposals above. In FY12 IEG made a commitment to strengthen its country and global work to include Regional reviews. This effort will be sustained in FY13–15, albeit at somewhat lower cost than was planned for FY12. IEG is committed to delivering 11 major studies each year, including the annual RAP. In addition, IEG has committed to provide Network notes at the time of the annual Network Updates, as the Board has requested. A particular focus of IEG’s efforts in FY13 will be addressing a longstanding bunching issue that was made more acute this year by high staff

vacancies. Over the past two years, IEG has set aside resources to fund *rapid response* activities that address urgent issues and strategic priorities not planned for at the time of budget formulation. IEG has included \$0.6 million in its plans for this purpose again in FY13–15.

71. Consistent with FY12, IEG has programmed two weeks per staff in FY13–15 for both learning and institutional priorities to support staff learning, greater collaboration across the WBG, and engagement in corporate initiatives, reflected in a planned increase in spending in knowledge activities and indirect costs.

72. The aggregate size of IEG’s budget was reviewed in the context of the self-evaluation (CODE2011-0013) conducted in FY11. The report noted that IEG has been operating in a severely constrained budget environment and that efficiency levels have increased. Contributions from the World Bank, IFC, and MIGA were compared with ECG figures. The conclusion was that “After allowing for scale, the ratios for the WBG are not out of line with ECG comparators, although IFC is still at the low end.”

Accountability

73. 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. IEG’s control environment continues to be ranked as one of the strongest in its peer group.

74. In regard to external audit, the contributions by World Bank, IFC, and MIGA are audited as part of regular external audits of those institutions.

External Assessment

75. In recent years, CODE and IEG have followed a procedure by which IEG has undertaken self-evaluations of its budget procedures and arrangements. CODE has supplemented these with an external independent review.²² In accordance with the agreed procedure, CODE commissioned an external review of an earlier draft of this paper.²³ Overall, the review provided a favorable assessment of IEG’s proposal, including IEG’s \$0.7 million carryover request. IEG values these periodic external reviews, as they provide valuable third-party input into continuous improvements in IEG’s processes and monitoring systems.

76. As noted, IEG will work in particular on reducing the bunching over the coming years. The guidance from the external review is helpful, and IEG will report in the quarterly reports on forthcoming approach papers and evaluations to track the degree of preparedness and de-bunching. Although “de-bunching” may not fully occur in FY13, the carryover should significantly help in supporting additional work during FY13 that will put IEG in a better position to deliver its major evaluations in a timely fashion for policy input (for

²² Procedure for CODE review of the Independent Evaluation Group’s annual budget proposal and supplemental note (R2006-0196, R2006-0196/1).

²³ External Review of Independent Evaluation Group’s Budget for FY13 and Linkage to its Work Program (BC2012-0003, CODE2012-0011).

example, IDA replenishment) and to space them more equally throughout the fiscal year in FY14 and beyond.

77. There are a number of recommendations related to the tracking of expenditures against plans. These will be incorporated as part of IEG's internal tracking mechanisms, including the resources devoted to IEG's communications, outreach, and learning efforts to support IEG's evaluative work. Some of these changes are already reflected in IEG's quality standards for approach papers.

Conclusion

78. Through independent evaluation, IEG can play a vital role in informing Board and CODE discussions on progress toward WBG objectives. IEG's proposed FY13 work program and FY14–15 indicative plan reflect a comprehensive and balanced set of evaluations across the World Bank, IFC, and MIGA that will provide relevant and timely information to the Board that should help in decision making. Accordingly, IEG would like to recommend that the Executive Directors approve:

- IEG's proposed work program for FY13
- Funding in the amount of (i) \$25.78 million from the World Bank; (ii) \$5.92 million from IFC; and (iii) \$1.42 million from MIGA, toward the cost of delivering IEG's approved work program, with commensurate adjustments that reflect the Board approved price factor, and institutional chargeback adjustments
- Approval of carryover authority of unspent FY12 budget (amounting up to \$0.7m of IEG's approved budget) to FY13
- Continued pooling of World Bank, IFC, and MIGA funding in one location under the Director-General, Evaluation's IEG-wide direction, with continued accountability for the use of resources across the World Bank, IFC, and MIGA.

Appendix 1: Proposed Evaluation Program FY13–15

	FY12	FY13	FY14	FY15
1. PROJECT-LEVEL REVIEWS AND EVALUATIONS				
<u>WORLD BANK</u>	ICR Reviews (100% of completed lending operations with available self-evaluations)	ICR Reviews (100% of completed lending operations with available self-evaluations)	ICR Reviews (100% of completed lending operations with available self-evaluations)	ICR Reviews (100% of completed lending operations with available self-evaluations)
<u>IFC</u>	IFC XPSRs (random 50% coverage), PCRs (100% coverage)	IFC XPSRs (random 50% coverage), PCRs (70% random coverage)	IFC XPSRs (random 50% coverage), PCRs (70% random coverage)	IFC XPSRs (random 50% coverage), PCRs (70% random coverage)
<u>MIGA</u>	MIGA Project Evaluations Direct evaluation and validation of PERs (100% of regular guarantee projects)	MIGA Project Evaluations Direct evaluation and validation of PERs (100% of regular guarantee projects)	MIGA Project Evaluations Direct evaluation and validation of PERs (100% of regular guarantee projects)	MIGA Project Evaluations Direct evaluation and validation of PERs (100% of regular guarantee projects)
<u>WBG</u>²⁴	PPARs —for about 20–25% of completed projects, including AAA; and IFC/MIGA sector project cluster evaluations	PPARs —including series of clustered reports on public and private sector Mega projects; and IFC/MIGA sector project cluster evaluations	PPARs —including series of clustered reports on Public Expenditure Analysis and Equity; and IFC/MIGA sector project cluster evaluations	PPARs —including series of clustered reports on Public Expenditure Analysis and Equity; and IFC/MIGA sector project cluster evaluations
2. PROGRAM, COUNTRY, AND THEMATIC EVALUATIONS				
<i>The WBG's Contribution to Growth and Poverty Reduction; MDG 1 and Beyond</i>	Crisis Response Phase II Youth Employment Forest Resources Climate Change Phase III (Adaptation)	Infrastructure Sustainability I (Transport) Innovation and Entrepreneurship Global Food Crisis Response Support to SMEs (focus on IFC and MIGA)	Infrastructure Sustainability II (Water and Energy) Investment Climate Reform PPPs for Access and Sustainability	Financial Inclusion Urban Poverty Rural Non-Farm Economic Growth

²⁴ As mentioned above, IEG is currently reviewing opportunities for greater learning from project-level work in the public and private sector. The clusters and themes indicated in this table should be considered preliminary until the review is completed.

	FY12	FY13	FY14	FY15
<i>The WBG's Contribution to Achieving Other MDGs</i>	Global Program Reviews (Global Fund, Global Fund for Disaster Reduction and Recovery, Forest Carbon Partnership) Review of Impact Evaluations	Global Program Reviews (GEF, GAVI) Maternal and Child Health Meta Impact Evaluation	Global Program Reviews (tbd) Environment Impact Evaluation Reform of Health Systems Poverty and Gender Meta Impact Evaluation	Global Program Reviews (tbd) Early Child Development Green Growth Analytics Private Sector Role in Achieving MDGs
<i>The Challenge of Achieving Development Results in Different Country Contexts</i>	Country Program Evaluations (Liberia, Afghanistan), including CASCR Reviews	Country Program Evaluations (Brazil, Tunisia), including CASCR Reviews Knowledge-based Country Programs WBG in Fragile and Conflict-affected Situations	Country Program Evaluations (focusing on MICs), including CASCR Reviews WBG Focus on Poverty & Results in Low-Income Countries	Country Program Evaluations (countries tbd), including CASCR Reviews WBG in Middle-Income Countries WBG Role in Promoting South-South Development
<i>Implementing the Development Effectiveness Agenda</i>	Matrix Evaluation Evaluation System for Private Sector Operations	Procurement Trade Finance	Client Focus and Decentralization	Evaluation System for Private and Public Sector Operations Evaluation of the P4R Instrument

3. ANNUAL AND QUICK RESPONSE NOTES AND EVALUATIONS

	Results and Performance 2012	Results and Performance 2013	Results and Performance 2014	Results and Performance 2015
	IEG Annual Report Regional Updates Southern Sudan Note Bulgaria Note Financial Sector Note	IEG Annual Report Regional Updates Network Updates Quick Response Notes IDA16 Mid-Term Note	IEG Annual Report Regional Updates Network Updates Quick Response Notes	IEG Annual Report Regional Updates Network Updates Quick Response Notes

Note: AAA = analytic and advisory activities; CASCR = Country Assistance Strategy Completion Report; GAVI = Global Alliance for Vaccines and Immunization; GEF = Global Environment Facility; IDA = International Development Association; MIC = middle-income country; P4R = Program for Results; PCR = Project Completion Report; PER = Project Evaluation Report; PPAR = Project Performance Assessment Report; PPP = public-private partnerships; SME = small and medium enterprise; XPSR = Expanded Project Supervision Report. .

Appendix 2: Selectivity Frameworks²⁵

State-Building and Peace-Building in Fragile and Conflict-Affected States: An Evaluation of World Bank Support—FY13/14

Proposed Evaluation Coverage, Rationale, and Expected Outcome (from IEG Work Program and Budget):		
<ul style="list-style-type: none"> This evaluation will focus on World Bank support for state-building and peace-building efforts in fragile and conflict-affected states (FCS). It will be wholly concerned with Bank operations in FCS and will not address corporate issues of aid allocation (in particular IDA) to FCS or review the internal organizational set of the Bank’s FCS work (for example, the recent establishment of OPCS’s FCS Nairobi hub). In its 2006 evaluation of Bank support for low-income countries under stress, IEG emphasized the need for a clear operational strategy on state building and peace building. State building was considered a critical element to promoting stability, legitimacy, and ultimately poverty reduction in these countries. Since then the Bank has embarked on various initiatives to define and operationalize state-building efforts, including a 2007 strategy on responding to emergencies, an approach to staffing in FCS settings, various aspects of the Governance and Anticorruption Strategy, and the 2011 World Development Report. The relevance, efficacy, and sustainability of these efforts are key evaluative concerns, which should inform ongoing efforts of the Bank and key development partners. 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? Since the 2006, several Board and CODE members have expressed strong interest in learning more about FCS issues in IEG’s sector, corporate, and global reviews. Several civil society organizations currently involved in FCS would like to know how the Bank is doing in this important area. Is this in line with WBG strategic priorities? “Addressing the special challenges of post-conflict and fragile states” is one the Bank Group’s six strategic themes. Issues of state-building in FCS were given special prominence in the recent World Development Report, and they are considered “foundational” to the Bank’s new Africa strategy. Does this address a risk to WBG development effectiveness? State weakness in FCS pose significant risks for IDA, IFC, and MIGA operations—all of which have expanded over the past decade. Is this aligned with key WBG corporate deliverables, decision points? Progress on state and peace building in FCS is pivotal to 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? Given the operational focus of this evaluation, the main audience should be operational teams in the Regions. Anchor units are also key including OPCS FCS Dept and its Nairobi hub (OPCFN). Who will be the WBG “champion”? At a leadership level, it will be important to identify an operational MD that begins to own the FCS agenda. At the technical level, OPCFN, PREM and its Governance and Anticorruption Secretariat, and Social Development should serve as champions. What is the evaluation expected to impact? Bank operations in FCS. 	<ul style="list-style-type: none"> How does this evaluation fit within IEG’s mandate? The evaluation is wholly concerned with the relevance and efficacy of Bank operations in FCS, and therefore well within IEG’s mandate. Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? There are certainly risk management issues in FCS operations that are within the purview of IAD and INT. Similarly, some budget related issues will need to be addressed. However, IEG is the only unit with the mandate to integrate these concerns with to the goal of improving the Bank’s overall operational impact.

²⁵ Selectivity frameworks have not been prepared for Country Program Evaluations or other evaluations that follow an agreed format (such as GRPPs, annual reports, such as the RAP, or evaluations where an Approach Paper has already been submitted to CODE).

<p>the success of IDA, and to meeting IDA16 commitments.</p> <ul style="list-style-type: none"> • <i>Is there need for follow-up based on the MAR (unfinished business)?</i> The MAR for IEG’s 2006 review of low-income countries under stress recommends an operational strategy on state-building in FCS. Yet the recommendation has been only partially addressed and requires a nuts and bolts understanding of what works and what does not. • <i>Will this address a knowledge gap in IEG?</i> Yes. Since 2006, IEG’s treatment of FCS in its sector and corporate reviews has been sparse. However, important Country Program Evaluations in Nepal, Timor Leste, West Bank and Gaza, and more recently, Liberia and Afghanistan, offer an opportunity to develop an integrative view of WBG performance. • <i>Are there other reasons why IEG should proceed with this evaluation?</i> Such a review could benefit the entire development community, particularly those agencies that are currently partnering with the WBG. 	<ul style="list-style-type: none"> • <i>Are there critical decision points within the WBG which would drive the timing of the evaluation?</i> The IDA16 Mid-term Review in 2012 should provide an opportunity for IEG’s early inputs. A more substantial platform would be the IDA17 Replenishment. 	<ul style="list-style-type: none"> • <i>Does IEG have the staff to conduct this evaluation?</i> Yes but will need to recruit consultants and a strong advisory panel with relevant expertise. • <i>What other IEG deliverables would this evaluation draw on and/or contribute to?</i> The five Country Program Evaluations recently conducted in FCSs will serve as building blocks as well as the large data set and country cases prepared for the governance and anticorruption evaluation. Similarly relevant sector and corporate reviews will be mind in preparing this evaluation.
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Procurement in Bank Operations—FY13

Proposed Evaluation Coverage, Rationale, and Expected Outcome from IEG Work Program and Budget):

- This evaluation will consider the role that WBG procurement policies and procedures play in three areas: (i) fiduciary responsibility and integrity in the discharge of World Bank project financing, leading to transparent and cost-effective implementation of World Bank-supported projects; (ii) efficiency in the implementation of WBG-supported projects, from the point of view of prompt, cost-effective, and quality procurement of goods and services for the benefit of the client country; and (iii) the extent to which the Bank’s procurement systems have contributed to strengthening country procurement systems and institutions and helped countries develop their own capacity in this area. It is likely that the evaluation will focus in particular on the last aspect. In this context, it will also review the quality of diagnostic work on procurement undertaken by the Bank, as well as the quality of follow up to diagnostic findings. It will look in particular at the variation in results across different country groupings and consider the question of whether the present “one-size-fits-all” set of policies and procedures is appropriate. The evaluation will also review the Bank’s procurement policies vis-à-vis those of other multilateral development banks and financial institutions in order to better understand the extent to which the Bank has maintained a good- or best practice approach to procurement in global terms.
- The overall balance between these topics is likely to be determined in tandem with the scope of work being undertaken elsewhere in the WBG, notably IAD and INT work on fiduciary aspects of compliance with procurement policies and procedures.
- The findings and recommendations of the evaluation would help improve the contribution of procurement rules to the development effectiveness of World Bank-financed projects, as well as their contribution to building procurement-related institutions and capacity in Bank client countries.

<p align="center">Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)</p>	<p align="center">Potential Influence (Who, how, and when?)</p>	<p align="center">IEG Mandate and Value Added</p>
<ul style="list-style-type: none"> • <i>Is this an area of interest/priority for IEG stakeholders?</i> Procurement is an area of particular interest to the Bank’s Board and management in the context of the current discussions on the review and anticipated reform of procurement under Bank-financed projects. It is also of interest to the scores of private companies that are contractors and suppliers under Bank-supported projects. • <i>Is this in line with WBG strategic priorities?</i> As the upcoming internal review suggests, procurement is a key area where Bank management has acknowledged that the current policies and procedures are outdated and reform is widely believed to be necessary. • <i>Does this address a risk to WBG development effectiveness?</i> Failure to adequately overhaul the current procurement policies and procedures would pose a risk for development effectiveness in three respects: fiduciary safeguards, efficient implementation of Bank-supported projects, and development of client country procurement 	<ul style="list-style-type: none"> • <i>Who is the specific audience in the WBG group for this evaluation and its recommendations?</i> The audience would include Bank senior management, which will steer procurement reform and the modernization agenda more broadly, as well as the Board, who will oversee these efforts. • <i>Who will be the WBG “champion”?</i> • The obvious WBG champion is OPCS, as well as WBG senior management, who are steering the internal reform agenda. In terms of oversight, several Board members have already shown signs that they 	<ul style="list-style-type: none"> • <i>How does this evaluation fit within IEG’s mandate?</i> IEG’s mandate of “assessing whether the WBG’s programs and activities are producing expected results” would appear very clearly to encompass procurement, since the latter is a key step in the implementation of Bank-supported projects and an important driver of outcomes. • <i>Is it within the scope of another oversight group (IAD, INT, IPN, CAO)?</i> INT and IAD have both conducted procurement-related work (both are ongoing), although INT’s specific focus is on the integrity of procurement

<p>institutions and capacity.</p> <ul style="list-style-type: none"> • Is this aligned with key WBG corporate deliverables, decision points? The IEG evaluation would run in parallel to management’s own procurement review. The evaluation would inform a second phase of management review, which would focus on adapting the Bank’s operational rules and guidance on procurement in order to reflect needed reforms. • Is there need for follow-up based on the MAR (unfinished business)? A recommendation from a prior evaluation of fiduciary diagnostics—relating to the need for diagnostics to be complemented by an integrated view of necessary reforms in public expenditure management (which encompasses PFM and procurement) at the country level—remains outstanding. This evaluation can help shed light on the degree of progress that has been made in practice. • Will this address a knowledge gap in IEG? Even though procurement diagnostics were reviewed under an evaluation of fiduciary diagnostics in 2007, and procurement was included in the IDA controls and GAC evaluations, there has been no in-depth focus on how well current procurement policies and procedures serve the goals of fiduciary safeguards, efficient implementation of Bank-supported projects, and development of client country procurement institutions and capacity. • Are there other reasons why IEG should proceed with this evaluation? Bank management requested this evaluation some time ago and regularly reaffirmed interest. Underlying this is the view that an independent evaluation in parallel with Management’s own review would help focus and strengthen the basis for subsequent procurement reform. The second reason is interest by several key Bank shareholder constituencies that have urged IEG to review the procurement function to help lay the groundwork for any needed reforms. 	<p>consider review and reform of procurement to be a priority.</p> <ul style="list-style-type: none"> • What is the evaluation expected to impact? The evaluation is expected to impact operational policies and guidelines on procurement and is also likely to impact diagnostic tools for procurement-related knowledge as well as approaches to building procurement-related institutions and capacity in client countries. • Are there critical decision points within the WBG which would drive the timing of the evaluation? It would be important for the findings and recommendations of the evaluation to be available to management when decisions are made regarding changes to be made to the Bank’s procurement-related operational policies and procedures (currently expected to be early in the second half of FY13), and to the Board when these changes are presented for Board consideration (later in FY13). This points to the need to coordinate closely with management on the schedule for its own phase I review. 	<p>transactions, and IAD’s on compliance with Bank policies and procedures. In defining the scope of work in the evaluation, IEG will consult closely with these two oversight groups, as well as more broadly, to ensure complementarity of efforts.</p> <ul style="list-style-type: none"> • Do we have the staff to conduct this evaluation? Although a task team leader has been identified, the team is still being put together. This is posing considerable challenges because of the timing in the fiscal year (where the work programs for most staff and consultants are already determined) and especially to the recent change in policy concerning the use of retirees as short-term consultants (which renders several knowledgeable potential consultants ineligible to work for one year as of July 1). • What other IEG deliverables would this evaluation draw on and/or contribute to? The evaluation is expected to draw on several recent IEG evaluations (for example, governance and anticorruption). It would contribute to several others, notably country evaluations, as well as to project reviews. However, no major “critical path” issues are foreseen.
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Knowledge-Based Country Program—FY13

Proposed Evaluation Coverage, Rationale, and Expected Outcome:		
<ul style="list-style-type: none"> This evaluation will look at the relevance, quality, and results of the WBG’s knowledge-based country programs, where knowledge services have become the main conduit for assistance in the partnership strategy. As country programs, especially in middle-income countries, become increasingly based on knowledge services, the WBG needs to understand when is it that it can be the best possible partner to client countries and what are the knowledge products where the WBG’s comparative advantage and swiftness of response is the most valued by client countries that do not primarily rely on its financing services. <p>The findings and lessons would help the WBG structure its partnership strategies with countries that are demanding higher knowledge content and that are not in urgent need of the WBG’s lending products. They would also help the WBG effectively leverage its global knowledge to further help client countries that have become less dependent on external finance make further strides in the reduction of poverty. This is particularly the case in middle-income countries, where the more pressing needs lie in finding innovative solutions to specific development challenges, which often have global ramifications, such as climate change and the food and financial crises</p>		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? Clear interest expressed by management in light of Post-Crisis Directions Paper] Is this in line with WBG strategic priorities? Knowledge is a critical element of the WBG’s internal reform agenda—“The knowledge agenda is an integral part of the overall reform effort and essential to supporting all five WBG priorities”. (<i>New World, New World Bank Group: Internal Reform Agenda</i>, SecM2010-0147). In its 2011 Regional Strategy Update, East Asia and Pacific identified “promoting a knowledge economy” as one of the main challenges for middle-income countries. Does this address a risk to WBG development effectiveness? Knowledge services are essential to Bank effectiveness. In FY11, the Bank allocated 31 percent of its administrative budget on “core knowledge services.” Lessons will be drawn on how the WBG can improve its development effectiveness by conveying customized, practical, and timely solutions to MICs that rely increasingly on its knowledge services. Is this aligned with key WBG corporate deliverables, decision points? The evaluation will inform the design of Country Partnership Strategies in important MIC clients that are demanding higher knowledge content from the WBG, and contribute to developing a more robust methodology for the assessment of analytic and advisory activities (AAA) effectiveness by the WBG. Is there need for follow-up based on the MAR (unfinished business)? The AAA evaluation (2008) found that government receptivity influenced effectiveness and recommended that the Bank “build on client preferences” when developing 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? Operational managers (Regional vice presidencies, Directors of Operations, Regional Chief Economists, Country Directors, SDs), staff working on middle-income countries and OPCS. Who will be the WBG “champion”? Regional Directors of Operations; Regional Chief Economists. What is the evaluation expected to impact? Improved CASs/CPSs in knowledge-based country programs. Methodology for assessing the relevance, quality, and results of AAA. Design of World Bank AAA and IFC Advisory Services so as to maximize results for private sector development in MICs. 	<ul style="list-style-type: none"> How does this evaluation fit within IEG’s mandate? Within mandate—“Assessing whether the WBG’s programs and activities are producing expected results.” Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? Other units have not yet been consulted, but they would not likely look at AAA performance in the context of country programs. Does IEG have the staff to conduct this evaluation? Team has already been assembled. What other IEG deliverables would this evaluation draw on and/or contribute to? The evaluation will build on

<p>economic and sector work/technical assistance. In the 2011 MAR, both management and IEG rated implementation on the recommendation low because capturing structured client feedback is still in the planning stage.</p> <ul style="list-style-type: none"> • <i>Will this address a knowledge gap in IEG?</i> Although IEG is piloting evaluation of selected knowledge products, the last Bank-wide review of the effectiveness of knowledge services was the evaluation of analytic and advisory activities carried out in 2008. This evaluation will fill a gap as it will assess the performance of knowledge services in the context of country programs that revolve primarily around such services, and it will also assess how the bundling of such activities and lending affects the performance of knowledge services by reviewing differences between knowledge-based and lending-based country programs. • <i>Are there other reasons why IEG should proceed with this evaluation?</i> The evaluation is expected to contribute to the development of WBG’s methodology for the evaluation of the development impact of knowledge services. It is also expected to provide an input to the revision of fee-based policies and procedures that has been initiated by OPCS (September 2011). 	<ul style="list-style-type: none"> • <i>Are there critical decision points within the WBG which would drive the timing of the evaluation?</i> No. 	<p>IEG’s work to date on AAA reviews: <i>Performance Assessment Review—Growth Diagnostics in Four African Countries</i> (Rep No. 55404); <i>World Bank Support for Revenue Reforms in ECA</i> (Rep. No. 62944?)—<i>Investment Climate Assessments in Five Transforming Economies</i> (Rep No 62874).</p>
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Evaluation of IFC’s Trade Finance Programs—FY13

Proposed Evaluation Coverage, Rationale & Expected Outcome (from IEG Work Program & Budget):		
<ul style="list-style-type: none"> This evaluation will review IFC’s trade finance activities since 2006; assess their relevance, efficacy, and efficiency; and provide an independent assessment of their development effectiveness. The study is response to specific requests from Members of the Board of Directors. Short-term trade finance is an area of rapid past and potential growth in IFC that has not been evaluated to date. The evaluation will inform the discussion and decisions on the extent and nature of IFC’s engagement in short-term trade finance in the future. 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? Yes, it has been specifically requested by Board members. Is this in line with WBG strategic priorities? IFC has been rapidly expanding its engagement in short-term trade finance since 2006 and plans significant further expansion. The evaluation will be of strategic importance to this direction in IFC. Does this address a risk to WBG development effectiveness? Although IFC’s trade finance programs have been growing rapidly and currently represent 40 percent of its annual commitments, there has been no independent evaluation of them to date. Is this aligned with key WBG corporate deliverables, decision points? IFC expects to request a further increase in the authorized ceiling of the Global Trade Finance Program in FY13Q2, which will represent a key decision point on the extent and nature of IFC’s future short-term trade finance programs. Is there need for follow-up based on the MAR (unfinished business)? No, IEG has not done an evaluation of IFC’s trade finance programs in the past. Will this address a knowledge gap in IEG? Yes, IEG has not done an evaluation of IFC’s trade finance programs in the past. There is a large perceived gap among stakeholders in the availability of evaluation information on trade finance programs. Are there other reasons why IEG should proceed with this evaluation? There is a strong demand among the evaluation agencies of MDBs to collaborate on developing the methodology and process of evaluating short-term trade finance programs and operations. 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? Board, IFC management, IFC staff engaged in trade finance programs. Who will be the WBG “champion”? Management of IFC’s short-term finance programs. What is the evaluation expected to impact? The extent and nature of IFC’s short-term trade finance products that have rapidly grown over the last six years. Are there critical decision points within the WBG which would drive the timing of the evaluation? Yes, IFC expects to request a further increase in the authorized ceiling of the Global Trade Finance Program in FY13Q2. It is also launching a range of new short-term trade finance products. The evaluation will inform the discussion of these directions for IFC. 	<ul style="list-style-type: none"> How does this evaluation fit within IEG’s mandate? Within mandate—“Assessing whether the WBG’s programs and activities are producing expected results”. Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? No, there is no other group looking at development effectiveness of IFC’s trade finance programs. Does IEG have the staff to conduct this evaluation? Yes, there is a task team leader and analyst staff and IEG is contracting expertise as needed. What other IEG deliverables would this evaluation draw on and/or contribute to? This evaluation will both draw on and contribute to efforts to develop project level evaluation criteria for trade finance transactions.

WBG Focus on Poverty and Results in Low-Income Countries—FY14

Proposed Evaluation Coverage, Rationale, and Expected Outcome (from FY12 IEG Work Program and Budget):		
<ul style="list-style-type: none"> Reducing poverty—broadly defined to include income, opportunity, and access – is the WBG’s overarching goal yet few evaluations address this. The evaluation will focus on World Bank support that targets poverty reduction through macro and fiscal policy frameworks in IDA countries. How has the Bank—through Development Policy Loans, economic and sector work, and policy dialogue—engaged countries to target poverty, inequality, and growth through public expenditure and policy? Budget support operations and related macro and fiscal analysis in AAA are major instruments for World Bank engagement in IDA countries, and they have important implications for fiscal policy, fiscal sustainability, and poverty reduction. Lessons on the effectiveness and relevance of Bank-supported fiscal frameworks to medium and long term fiscal sustainability and efforts to combat poverty and inequality. 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? Evaluation of the poverty and results from a macro policy and targeting perspective is highly relevant to all IEG stakeholders and central to the institution’s core mission. Is this in line with WBG strategic priorities? Poverty alleviation is a core goal and in line with the WBG’s Post-Crisis Directions, <i>Targeting the Poor and Vulnerable</i>. This work on public finance and macro framework complements the usual focus on specific interventions (that is, social safety nets and the access to basic services). Does this address a risk to WBG development effectiveness? Consistency of the macro framework with effective poverty reduction strategies is a highly relevant risk factor and important to strategic management. Is this aligned with key WBG corporate deliverables, decision points? It is aligned with work under PREM and DEC (for example, the Global Monitoring Report) as the 2015 MDG deadline approaches. Is there need for follow-up based on the MAR (unfinished business)? No recent tracked evaluation has focused on the macro/fiscal policy framework and poverty in IDA countries. Will this address a knowledge gap in IEG? Yes. The macro-fiscal-service delivery nexus with poverty outcomes has not been addressed in recent IEG work. Are there other reasons why IEG should proceed with this evaluation? Yes. Growing international attention to inequality and attention to redefining the MDGs for the next decade will make this analysis of relevance. 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? Development practitioners, development agencies, and client countries. Who will be the WBG “champion”? PREM Anchor, DEC, country teams. What is the evaluation expected to impact? It will inform policy makers, management and staff regarding macro policy relevance and consistency in the design of country programs. Are there critical decision points within the WBG that would drive the timing of the evaluation? Yes, the 2015 deadline for MDG discussions. 	<ul style="list-style-type: none"> How does this evaluation fit within IEG’s mandate? It is aligned with “Assessing whether the WBG’s programs and activities are producing expected results.” Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? Other groups are not looking at WBG poverty approaches per se. IEG will consult at the approach paper stage. Does IEG have the staff to conduct this evaluation? Yes, and IEG is further staffing up now for another appropriate lead specialist. What other IEG deliverables would this evaluation draw on and/or contribute to? Country Assistance Evaluations, CASCRs, other major thematic reports with attention to public expenditure and allocation.

Gender Equity and Poverty IE Meta-Analysis—FY14

Proposed Evaluation Coverage, Rationale, and Expected Outcome:		
<ul style="list-style-type: none"> Poverty reduction is the WBG’s overarching objective, reflected in commitment to the MDGs: both reducing poverty and enhancing inclusiveness and equality of opportunity through improved gender-related outcomes. This meta-analysis will contribute to understanding of the impact the World Bank’s gender-targeted poverty-reduction tools can expect to have on improving gender equity in income, opportunity, and access. It is another contribution to IEG’s meta-IE analysis series, covering an important and newly emerging area for impact evaluation. Project, Development Policy Loans, and technical assistance are all important instruments for World Bank engagement in gender-related issues in member countries. A deeper understanding of what lessons can be drawn from rigorous impact evaluation literature will be valuable to informing these efforts. WBG projects can be classified into three categories: poverty reduction activities that have gender equity implications, gender equity projects that have poverty effects, and projects explicitly designed to affect both poverty and gender equity. This evaluation will focus principally on the last category to assess the effectiveness of both Bank and non-Bank interventions in improving gender equity and gender-equity-linked poverty reduction. The review will synthesize lessons and identify existing gaps and priorities for further impact evaluation work. 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? This line of inquiry follows recent attention to issues in poverty and gender seen in the 2012 World Development Report, new operational initiatives within the WBG, major bilateral aid flows, and client demand. The MDG deadline makes this analysis more salient. Is this in line with WBG strategic priorities? Gender equity is a core element of WBG poverty reduction strategy and to the MDGs. Does this address a risk to WBG development effectiveness? Risks to WBG effectiveness are reflected in failure to address issues of equity and shared opportunity for half of the developing world. The 2006/07 WDRs identified equity and gender as collinear with development. Is this aligned with key WBG corporate deliverables, decision points? The WBG will be assessing its own contribution and strategy to the MDGs over the next three years. Is there need for follow-up based on the MAR (unfinished business)? The MAR for IEG’s 2010 gender equity evaluation continues to be monitored but this does not include assessing evidence from IEs. Will this address a knowledge gap in IEG? Yes, IEG has not explored this particular intersection of poverty and gender. Are there other reasons why IEG should proceed with this evaluation? This builds on a growing foundation of IE knowledge about development effectiveness. 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? Development practitioners and economists both in and outside the WBG. Who will be the WBG “champion”? PREM Gender Anchor, Development Economics, and country teams. What is the evaluation expected to impact? Bank management, task team leaders, and economists contributing to the design of policies aimed at the gender/poverty nexus. Are there critical decision points within the WBG that would drive the timing of the evaluation? Yes, 2015 marks the internationally targeted completion date for the MDGs. 	<ul style="list-style-type: none"> How does this evaluation fit within IEG’s mandate? This activity falls squarely within IEG’s mandate of “assessing whether the WBG’s programs and activities are producing expected results.” Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? No. Does IEG have the staff to conduct this evaluation? IEG has skilled consultants and is bringing gender-equity skills on board. What other IEG deliverables would this evaluation draw on and/or contribute to? Current maternal and child health impact evaluation work; Proposed “Poverty and Results in Low-Income Countries” evaluation.

Reform of Health Systems—FY14

Proposed Evaluation Coverage, Rationale, and Expected Outcome:		
<ul style="list-style-type: none"> This evaluation will examine Bank support to health system strengthening as identified as a core objective in the Bank’s 2007 Health Sector Strategy. It will look at how effectively the health systems approach has helped countries deal with systemic issues of equity in access, efficiency, and financial sustainability of the health system and what role the Bank has played in this respect. Over the past decade the focus of in the international donor community has increasingly been on health systems as a whole, moving away from a disease-specific approach. The Bank’s current Health Sector Strategy embraces a health system approach, but the effectiveness of this approach has not yet evaluated. 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? The evaluation can help clarify understanding about the health systems approach among stakeholders and identify what can realistically be achieved and ways to address constraints. Is this in line with WBG strategic priorities? Access to quality and affordable basic health care are part of the Bank’s Post-Crisis Directions, <i>Targeting the Poor and Vulnerable</i>. Does this address a risk to WBG development effectiveness? Health, Nutrition, and Population projects have lower rate of satisfactory outcomes at exit (69 percent, compared with an average of 74 percent for FY08-10). Is this aligned with key WBG corporate deliverables, decision points? It will inform a mid-term review of the corporate HNP strategy in FY14 and the international 2015 post-MDG dialogue. Will this address a coverage or follow-up gap in IEG? IEG carried out an HNP evaluation in 2009. Bank strategy has moved away from disease-specific to a health systems approach. The new approach—adopted not only by the Bank but by the international community—has yet to be evaluated. Is there need for follow-up based on the MAR? IEG’s 2009 HNP evaluation is still under implementation and review in the Management Action Record. However, until the third year of implementation, the MAR noted a relative lack of progress on the recommendation to enhance support from other sectors. Further follow up will be done in this year’s MAR to assess progress. Are there other reasons why IEG should proceed with this evaluation? There is increasing interest among all health stakeholders about the effectiveness of the health systems approach. Most donors and countries are following it, but so far, its effectiveness in improving health outcomes has not been evaluated. 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? The HNP family within the Bank and other health stakeholders (donors, governments, NGOs, private sector). Other sectors , like education, have also adopted a “system approach”, and could learn lessons from a health system evaluation Who will be the WBG “champion”? The HDN vice presidency, HNP Anchor, and health units in Regions. What is the evaluation expected to impact? Inform stakeholders on the contribution of health systems approach to equity, efficiency, and financial sustainability in health outcomes and identify areas that need special attention. It would explain the critical factors determining effectiveness of the systems approach. Are there critical decision points within the WBG that would drive the timing of the evaluation? It will inform a mid-term review of the HNP strategy in FY14. 	<ul style="list-style-type: none"> How does this evaluation fit within IEG’s mandate? It assesses “whether the WBG’s programs and activities are producing expected results.” Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? No. Does IEG have the expertise to conduct this evaluation? IEG has a team with a lead HNP evaluator, but would have to recruit health specialist staff/consultants to support the evaluation. What other IEG deliverables would this evaluation draw on and/or contribute to? It would draw on PPARs of closed health operations and from the 2009 IEG health evaluation, as well as on other planned evaluations (fragile and post-conflict states). It would contribute to future assessments of the Bank’s contribution to the MDGs.

Rural Non-Farm Economic Growth—FY15

Proposed Evaluation Coverage, Rationale, and Expected Outcome:		
<ul style="list-style-type: none"> This evaluation will examine WBG support to rural non-farm economic growth, one of the five pillars in the current sector strategy paper (FY2003 Reaching the Rural Poor). The evaluation will assess how effectively the Bank and IFC have been in stimulating income and employment growth in non-farm rural enterprises and reducing rural poverty, with a particular focus on improved access to financial services, skills upgrading, infrastructure development, and the development of land markets. In FY2011, the non-farm part of Agriculture and Rural Development’s portfolio accounted for 10 percent of disbursements and 14 percent of commitments. In FY09-11, the Regions with the largest disbursements in this area were South Asia (\$115 million), Africa (\$52 million) and East Asia (\$32 million). 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? Strategies for diversifying out of agriculture will become increasingly important and the rural non-farm economy will have a bigger role to play because farming is largely a part-time activity in more developed countries. Is this in line with WBG strategic priorities? The FY10 position paper (<i>New World, New World Bank Group</i>) notes that most low-income countries have small bases of productive wage employment, with extremely high rates of self- and informal employment. In such environments, policies that enhance the productivity of micro and small enterprises will be required. Many of these enterprises will be located in rural areas. Does this address a risk to WBG development effectiveness? Although the aggregate numbers for FY09-10 show that IEG outcome ratings are the same for Agriculture and Rural Development as for other sectors (72 percent satisfactory), there are no data for rural non-farm projects specifically. Is this aligned with key WBG corporate deliverables, decision points? An FY14 delivery might contribute to the mid-term review of the next ARD Strategy (FY13-15). Will this address a knowledge gap in IEG? This is a topic that has not been previously evaluated by IEG. 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? In the Bank, the Rural Family, plus clusters of staff working on infrastructure and financial services. In IFC, agribusiness, tourist, and investment climate specialists. Who will be the WBG “champion”? The ARD Anchor and the ARD units in the Regions. What is the evaluation expected to impact? The evaluation will show if the rural non-farm economy is a useful organizing focus for Bank Group investments and AAA and which interventions and instruments are most effective in terms of job creation and poverty reduction. The evaluation will examine to what extent rural non-farm growth is driven by local farming or by remittances from further afield and what institutional framework (including financial and land administration services) is needed for the non-farm sector to flourish. By 	<ul style="list-style-type: none"> How does this evaluation fit within IEG’s mandate? It responds to the following part of the DGE’s mandate: “Incorporating evaluation assessments and findings into recommendations designed to help improve the development effectiveness of the World Bank Group’s programs and activities” Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? No. Does IEG have the expertise to conduct this evaluation? Current staff and consultants have expertise in assessing various aspects of the non-farm economy: rural schools and vocational education, community infrastructure, land administration, rural finance. Other IEG staff have worked on agribusiness and tourism. What other IEG deliverables would this evaluation draw on and/or contribute to? It would draw on project performance assessments of closed ARD projects and

<p>IEG's most recent sector-themed studies address agricultural productivity and forests.</p> <ul style="list-style-type: none"> • <i>Is there need for follow-up based on the MAR?</i> Not applicable. • <i>Are there other reasons why IEG should proceed with this evaluation?</i> In general, this is a little evaluated topic. There are knowledge gaps: since FY06, only 2 percent of all the AAA that the sector has conducted was mapped to the non-farm pillar of the strategy. 	<p>exploring the contexts in which non-farm projects have performed most effectively it will be possible to make recommendations about where the Group should focus its investments.</p> <ul style="list-style-type: none"> • <i>Are there critical decision points within the WBG that would drive the timing of the evaluation?</i> The evaluation will be delivered in time for mid-term review of the FY13-15 ARD strategy and may also feed into preparation of the subsequent strategy. 	<p>relevant project assessments by IEG staff. The area covered by the evaluation is relevant to the MDG Goal 1 (Sub-Goal: Promote productive and decent employment), and the evaluation will therefore contribute to IEG's assessment of how effectively the Bank Group has facilitated attainment of the MDGs.</p>
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Early Child Development—FY15

Proposed Evaluation Coverage, Rationale & Expected Outcome:		
<ul style="list-style-type: none"> This evaluation will review the evidence and distill lessons World Bank investments in early child development (ECD) programs and analytic work. The goal of ECD programs is to improve young children’s capacity to develop and learn. Interventions include educating and supporting parents; delivering health, education, and nutrition services to children; and developing capacities of caregivers. The research literature has pointed to ECD investments as extremely effective, which has raised their profile. However, much less is known about their effectiveness in the context of public programs in developing countries—specifically, the contextual factors affecting impact, whether pilots can be scaled up and remain effective, the sustainability of such programs, and their affordability, particularly in low-income countries. The evaluation will take a critical look at what has been learned about the efficacy, cost-effectiveness, and sustainability of ECD programs in different developing country settings. A related issue is how to effectively implement cross-sectoral programs in an environment of sectoral silos, both in countries and in the Bank. 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? Yes, of major interest to the education and health sectors. Is this in line with WBG strategic priorities? ECD is prominent in the recent education sector strategy and is one of several approaches to achieving the MDGs. Does this address a risk to WBG development effectiveness? ECD has been a small but growing portfolio in the World Bank and an area that builds on cross-sectoral investments in education, nutrition, and health. Is this aligned with key WBG corporate deliverables, decision points? It will inform the post-MDG dialogue, in particular cross-sectoral interventions. Will this address a knowledge gap in IEG? IEG carried out an evaluation of primary education in 2006; an evaluation of health, nutrition, and population in 2009; a review of nutrition impact evaluations in 2010; and an education portfolio review in 2011. These evaluations were aligned with sectors and did not focus on the impact of cross-sectoral interventions on the cognitive development of preschool children. Is there need for follow-up based on the MAR? Some ECD programs were assessed in the nutrition impact evaluation review, but they were not explicitly discussed in the recommendations of any recent evaluations. 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? The education and health sectors of the World Bank. Who will be the WBG “champion”? The HDN vice presidency, education and health sector boards. What is the evaluation expected to impact? It would inform decisions on the conditions under which these approaches are feasible, effective, and sustainable options. Are there critical decision points within the WBG that would drive the timing of the evaluation? No specific decision points, but critical for future of MDGs. 	<ul style="list-style-type: none"> How does this evaluation fit within IEG’s mandate? It assesses “whether the WBG’s programs and activities are producing expected results” and the lessons from experience. Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? No. Does IEG have the expertise to conduct this evaluation? Yes, the HD team, supplemented by consultants. What other IEG deliverables would this evaluation draw on and/or contribute to? It would draw on the review of nutrition impact evaluations (2010), the education portfolio note (2011), and the HNP evaluation (2009). It would also draw on proposed impact evaluations on maternal and child health.

Urban Poverty—FY15

Proposed Evaluation Coverage, Rationale, and Expected Outcome (from IEG Work Program and Budget):		
<ul style="list-style-type: none"> • The growth of world population is slowing, but that of the urban population is accelerating, a trend expected to continue in the foreseeable future. • Up to now, most poverty reduction strategies have focused on the poorest of the poor, who have been in rural areas. But poverty is likely to take on a more urban aspect because of demographic shifts. To what extent should these strategies shift? • This evaluation will examine whether the WBG has been effective in supporting efforts to alleviate poverty in urban areas. It will cover both lending and knowledge activities, at both the Regional and global levels. • Such an evaluation will be essential to ready the Bank Group to tackle new and emerging trends in the persistent problem of poverty. 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> • <i>Is this an area of interest/priority for IEG stakeholders?</i> • Further discussions needed with management. Recognized as an important development topic given demographic changes and increasing urbanization. • <i>Is this in line with WBG strategic priorities?</i> Poverty alleviation has been the core mission of the WBG. It is in line with the WBG's Post Crisis Directions, <i>Targeting the Poor and Vulnerable</i>. As the number of urban poor increases, the focus on their particular problems will become more salient. • <i>Does this address a risk to WBG development effectiveness?</i> The WBG's has paid more attention to urban poverty in the past three to five years. But are these efforts adequate and effective? • <i>Is this aligned with key WBG corporate deliverables, decision points?</i> It will prepare the Bank to engage better in the upcoming global discussion of the agenda beyond 2015's MDGs. • <i>Is there need for follow-up based on the MAR (unfinished business)?</i> No. • <i>Will this address a knowledge gap in IEG?</i> There has not been a review of urban issues in some time. There has never been a report on urban poverty (there was a report on rural poverty 10 years ago). 	<ul style="list-style-type: none"> • Who is the specific audience in the WBG group for this evaluation and its recommendations? PREM and SDN through poverty and urban boards. But also HDN and other boards because poverty is multidimensional. • Who will be the WBG "champion"? Poverty and Urban Board Chairs in the World Bank. IFC/MIGA not clear. • What is the evaluation expected to impact? WBG lending and knowledge services. • Are there critical decision points within the WBG that would drive the timing of the evaluation? Not clear. 	<ul style="list-style-type: none"> • <i>How does this evaluation fit within IEG's mandate?</i> Within mandate—"Assessing whether the WBG's programs and activities are producing expected results". • <i>Is it within the scope of another oversight group (IAD, INT, IPN, CAO)?</i> Other groups are most likely not looking at an approach per se. IEG can consult at the approach paper stage. • <i>Does IEG have the staff to conduct this evaluation?</i> Yes; poverty and SDN recruiting is ongoing. • <i>What other IEG deliverables would this evaluation draw on and/or contribute to?</i> IDA and FCS and infrastructure evaluations.

Green Growth Analytics—FY15

Proposed Evaluation Coverage, Rationale, and Expected Outcome:		
<ul style="list-style-type: none"> The evaluation will assess the construction, contribution, and effectiveness of the World Bank's use of “green growth analytics” in strengthening policy formulation linked to natural resource exploitation and sustainability nationally and globally. Application to sectors and resources of special importance to human development and growth, such as water and nonrenewable energy, will underpin critical findings of the report. The 2011 World Bank initiative to expand and standardize the use of green growth analysis in economic and sector work and policy advice to governments targets countries for which dependence on natural resources is high and hence important to informing economic management and resource planning. 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? There is global interest in environmental protection, sustainable development, and protecting the global commons. Relevant and credible metrics is vital for this. Is this in line with WBG strategic priorities? It is a priority following the 2010 World Development Report and the recent Bank initiative to expand use of the green growth analytic tool. Does this address a risk to WBG development effectiveness? A central element of WBG support for poverty reduction is sound and sustainable macroeconomic strategies. Is this aligned with key WBG corporate deliverables, decision points? The 2011 initiative for green growth analytics commenced in 2011 with a [3] year funding profile. Is there need for follow-up based on the MAR (unfinished business)? No. Will this address a knowledge gap in IEG? Yes, because there is no evaluation work that looks at the analytic underpinnings of wealth accounting and growth in IEG. Are there other reasons why IEG should proceed with this evaluation? Not at present. 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? Development practitioners and economists both in and outside the WBG. Who will be the WBG “champion”? SDN anchor environmental team. What is the evaluation expected to impact? Bank management, task team leaders, and economists contributing to macro analysis and “mainstreaming” of growth and sustainability analysis. Are there critical decision points within the WBG that would drive the timing of the evaluation? Not at present. 	<ul style="list-style-type: none"> How does this evaluation fit within IEG’s mandate? The quality and application of knowledge on sustainable development is one important parameter of the Bank's development effectiveness as a development partner. Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? No. Does IEG have the staff to conduct this evaluation? The environmental team and macro teams have the requisite skills. What other IEG deliverables would this evaluation draw on and/or contribute to? Climate change evaluations (for example, phase I on World Bank energy policies and support).

Evaluation System for Private and Public Sector Operations—FY15

Proposed Evaluation Coverage, Rationale, and Expected Outcome:		
<ul style="list-style-type: none"> The evaluation would cover M&E systems across the WBG, building on the Biennial Report on Operations Evaluation for private sector operations and the Annual Report on Operations Evaluation for public sector operations. Assessing the credibility, relevance, and effectiveness of M&E systems is a key step in the development of ensuring that data, processes, and systems are in place to adequately track and assess performance on progress toward achieving WBG strategic priorities and development effectiveness 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? Yes, the development of sound M&E systems is a key component of the WBG results agenda. Is this in line with WBG strategic priorities? Robust systems for tracking, measuring, and assessing performance are central to assessing progress on WBG strategic priorities. Does this address a risk to WBG development effectiveness? Weak M&E systems is a major risk to assessing the quality of WBG's development effectiveness. Is this aligned with key WBG corporate deliverables, decision points? A strong results orientation is at the core of WBG deliverables. This evaluation will focus on the systems for tracking and measuring results. Is there need for follow-up based on the MAR (unfinished business)? IEG recommendations have focused consistently on the lack of M&E over the last years. Will this address a knowledge gap in IEG? There have been a number of relevant IEG reports over the last years with relevant information on both private and public sector evaluation systems. Are there other reasons why IEG should proceed with this evaluation? The results agenda is at the core of assessing progress on global development objectives, such as the MDGs. 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? The Board, WBG management, and staff working on results agenda. Who will be the WBG "champion"? OPCS at the World Bank, IFC's Development Impact Department. What is the evaluation expected to impact? Data, processes, and systems for measuring results across the WBG. Are there critical decision points within the WBG that would drive the timing of the evaluation? Results tracking and measurement is ongoing and feeds into key decision points during a project cycle. 	<ul style="list-style-type: none"> How does this evaluation fit within IEG's mandate? Yes: "Appraising the World Bank Group's operations self-evaluation and development risk management systems and attesting to their adequacy to the Boards." Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? No. Does IEG have the staff to conduct this evaluation? Yes. What other IEG deliverables would this evaluation draw on and/or contribute to? Biennial Reports on Operations Evaluation and Annual Reports on Operations Evaluation, as well as recent RAPs.

Private Sector Role in Achieving MDGs—FY15

Proposed Evaluation Coverage, Rationale, and Expected Outcomes:		
<ul style="list-style-type: none"> This evaluation would cover a broad range of lending and nonlending private sector activities that have been used to make progress on poverty, hunger, and other MDG targets. The MDGs are set to be achieved by 2015. Although the focus has mainly been on the public sector, a number of IEG evaluations have demonstrated the key role that the private sector can play in reducing poverty and hunger and improved delivery of services, such as health and education. The evaluation would draw lessons from relevant IEG evaluations on the role of the private sector in achieving MDG goals with a view to strengthening private sector roles, as well as the synergies between public and private sector actions in post the MDGs. 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? Yes, the role of the private sector in development is being increasingly recognized in the development community. IEG stakeholders look to IEG to provide objective insights and lessons on how private sector interventions can be made more effective in achieving development outcomes. Is this in line with WBG strategic priorities? Yes, the strategic priorities of WBG institutions all revolve around poverty reduction, providing opportunities, and improving lives. Does this address a risk to WBG development effectiveness? Yes, by not exploiting lessons from the key role of private sector operations, the development effectiveness of future development interventions would be compromised. Is this aligned with key WBG corporate deliverables, decision points? Yes, as with most development institutions, the WBG would be seeking to assess its progress on achieving the MDGs by 2015. Is there need for follow-up based on the MAR (unfinished business)? An important part of the evaluation would involve an assessment of how WBG institutions have followed up on poverty related actions from relevant interventions. Will this address a knowledge gap in IEG? The recent IFC Poverty evaluation as well as the information and communication technology evaluation might have relevant information. The ongoing youth employment evaluation might also be relevant. In 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? The Board, management, and staff in WBG institutions, other multilateral development banks, and development agencies with private sector operations. Who will be the WBG “champion”? IFC’s Development Impact Department; Strategy in FPD Network What is the evaluation expected to impact? Private sector lending and non-ending operations; knowledge and learning agenda on private sector and development. Are there critical decision points within the WBG that would drive the timing of the evaluation? This is related to the broader WBG agenda on progress toward MDGs. 	<ul style="list-style-type: none"> How does this evaluation fit within IEG’s mandate? IEG’s mandate includes assessing development effectiveness at the WBG. This sits at the core of assessing progress on poverty reduction and related MDG targets. Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? No. Does IEG have the staff to conduct this evaluation? Yes. What other IEG deliverables would this evaluation draw on and/or contribute to? IEG’s evaluation on health and education; agriculture and agribusiness; environment; information and communication technology; IFC’s poverty focus; M&E systems for private sector operations.

<p>addition, IEG can bring together the findings from previous micro synthesis and macro evaluations in this area.</p> <ul style="list-style-type: none">• <i>Are there other reasons why IEG should proceed with this evaluation?</i> The issue is very timely given that 2015 is only three years away. Taken together among all multilateral development banks, the WBG has the largest lending and non-lending program to the private sector. These lessons from this evaluation would therefore have very broad applicability.		
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WBG Role in Promoting South-South Development—FY15

Proposed Evaluation Coverage, Rationale, and Expected Outcomes:		
<ul style="list-style-type: none"> The evaluation will assess trends and patterns of South-South investments, their relevance to the WBG mission of poverty reduction, and the extent to which IFC and MIGA support to South-South investors has been effective. It will distill factors that have been associated with better development outcomes and lessons for IFC and MIGA engagement in this area. The study would also review relevant World Bank strategies, programs, and initiatives that aim to foster cooperation, partnerships, and knowledge sharing among developing countries. The international aid architecture is transforming into a development partnership that includes new stakeholders, including the private sector. In the last decade, investments from developing to developing countries have increased substantially (now comprising close to 30 percent of global foreign direct investment outflows). This trend has been driven by several factors, including the rise of emerging markets and new global players (especially in BRIC countries). Similarly, World Bank support to governments will increasingly evolve around a partnership model, especially for middle-income countries, sharing best practice and knowledge from across developing countries. Based on experience to date, this evaluation would seek to identify challenges and opportunities for the WBG in supporting South-South investment and cooperation. The evaluation will present good practices and business models and lessons to allow the WBG to harness the potential of cooperation among developing countries to further achievement of its development goals—especially in an era where the Bank and IFC face capital constraints. 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? Yes, promoting South-South investments has been a strategic priority for IFC and MIGA since 2004. However, the results and lessons in this area have not been systematically evaluated, especially given the increasing prominence of this topic. Is this in line with WBG strategic priorities? Yes, strategic priority for IFC and MIGA. Does this address a risk to WBG development effectiveness? South-South investments have distinct characteristics that may pose greater challenges for developing countries than those from developed countries. Compliance with environmental and social performance of IFC South-South projects has been an issue. Is this aligned with key WBG corporate deliverables, decision points? Yes, it is aligned with the annual IFC strategy update (Road Map) and MIGA’s Three-Year Strategy, as well as WBG strategic directions. Is there need for follow-up based on the MAR (unfinished business)? No. Will this address a knowledge gap in IEG? The Busan Partnership for Effective Development Co-operation has reiterated 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? BG management and staff, especially in IFC and MIGA, and the development community at large. Who will be the WBG “champion”? Various departments, including economics, development effectiveness, and strategy departments in IFC, MIGA, and the Bank. What is the evaluation expected to impact? Improved understanding and knowledge of staff and stakeholders of the challenges and opportunities in supporting South-South investment and initiatives. Ultimately, better integration of South-South components in programs offered to WBG clients to maximize impact from these capital 	<ul style="list-style-type: none"> How does this evaluation fit within IEG’s mandate? Yes, accountability for results and learning from past experience of support to South-South investments. Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? No. Does IEG have the staff to conduct this evaluation? Yes. Staff within IEG have familiarity with the IFC and MIGA aspects of this work. Other IEG staff have familiarity with aspects pertaining to South-South cooperation (knowledge, partnerships). What other IEG deliverables would this evaluation draw on and/or contribute to? An IEG cluster note on South-South projects was prepared in FY12. The study would build on

<p>the importance of South-South cooperation.</p> <ul style="list-style-type: none"> • <i>Are there other reasons why IEG should proceed with this evaluation?</i> As noted above, capital flows among developing countries are increasing significantly, and it will be important to understand better how to harness such flows for development impact, including how the institutions may need to change their delivery mechanisms to support these types of projects. 	<p>flows and cooperation.</p> <ul style="list-style-type: none"> • <i>Are there critical decision points within the WBG that would drive the timing of the evaluation?</i> No, but this is likely an important component of the post-financial crisis strategy of the WBG. 	<p>IFC and MIGA project evaluations, and the IEG study on middle-income countries, and on knowledge-based country programs.</p>
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WBG in Middle-Income Countries—FY15

Proposed Evaluation Coverage, Rationale, and Expected Outcomes:		
<ul style="list-style-type: none"> The evaluation will assess the relevance, effectiveness, and efficiency of WBG operations in middle-income countries. It would seek to identify development challenges of different types of middle-income countries and review the appropriateness of the suite of World Bank, IFC, and MIGA instruments to address them. In so doing, the evaluation may segment and focus the analysis on some types of middle-income countries. Despite the progress toward meeting the MDGs, poverty reduction has been uneven among and within countries. Middle-income countries are a diverse group of countries but face some common development challenges, including the fact that most of the world’s poor live in middle-income countries and that inequalities have been rising. Despite this, the World Bank in particular has faced the issue of the relevance of its instruments in some upper-middle-income countries (evidenced by a decline in lending volume prior to the financial crisis), implying that it has been challenging for the Bank to engage in certain types of countries on a range of development issues. At the same time, a new development partnership has been emerging involving new players, including the private sector, that now play a larger role in development. Regarding IFC and MIGA, most of their projects have been in middle-income countries (including many IDA and frontier markets that are lower middle income). However, these two institutions were not included in the previous IEG evaluation. Given these considerations, it is timely to review the challenges and the adequacy of Bank Group instruments in assisting middle-income countries. The evaluation will aim to inform strategy formulation and decision-making regarding the optimal WBG engagement and product mix in MICs. 		
Relevance to WBG Development Effectiveness (Is this a crucial topic to evaluate?)	Potential Influence (Who, how, and when?)	IEG Mandate and Value Added
<ul style="list-style-type: none"> Is this an area of interest/priority for IEG stakeholders? Yes, the effectiveness of support to the countries is of utmost importance for achieving the WBG’s mandate and for ensuring that it remains relevant to this group of countries. Is this in line with WBG strategic priorities? Yes, achievement of WBG strategic priorities (post crisis directions) depends crucially on the effectiveness of its program in MICs. Does this address a risk to WBG development effectiveness? Yes, as noted above, there is a risk that the WBG suite of instruments may lose relevance in certain middle-income countries, with implications for the ability of the WBG to engage with these countries on developing challenges. Is this aligned with key WBG corporate deliverables, decision points? Yes, it would be input for periodic WBG strategy updates and for decision making on the evolving WBG’s product mix. Is there need for follow-up based on the MAR (unfinished business)? In its 2007 evaluation on middle-income countries, IEG called for a more pragmatic approach to cooperation across the Bank Group—focusing on those few areas in a given country 	<ul style="list-style-type: none"> Who is the specific audience in the WBG group for this evaluation and its recommendations? The Board, WBG management, and staff, as well as the development community at large. Who will be the WBG “champion”? WBG management, Regional vice presidencies, and OPCS. What is the evaluation expected to impact? Decisions on optimal engagement with middle-income countries and the WBG’s product mix. Are there critical decision points within the WBG that would drive the timing of the evaluation? No, but a decrease in global economic uncertainty would likely result in a return to portfolio trends observed prior to FY08 (that is, a decline in IBRD lending 	<ul style="list-style-type: none"> How does this evaluation fit within IEG’s mandate? Assessing accountability for results and deriving lessons for future programs and operations. Is it within the scope of another oversight group (IAD, INT, IPN, CAO)? IEG is the only entity to review development effectiveness. Does IEG have the staff to conduct this evaluation? Yes, a team would need to comprise staff from across IEG. What other IEG deliverables would this evaluation draw on and/or contribute to? This evaluation would complement the evaluation of poverty focus and results in low-income countries and will draw on findings

<p>where cooperation might have a substantial impact on development and tracing through activities to outcomes. In the concluding comments of the 2011 MAR, management indicated that joint Bank/IFC guidance is being widely disseminated based on lessons from a pilot exercise for IDA countries, but it remains true that no comparable agenda has been developed for operations in middle-income countries and it is unclear whether experiences in IDA countries can be extended to them.</p> <ul style="list-style-type: none"> • <i>Will this address a knowledge gap in IEG?</i> No. • <i>Are there other reasons why IEG should proceed with this evaluation?</i> No. 	<p>volume in some upper-middle-income countries).</p>	<p>from the evaluation of South-South development, Knowledge-Based Country Programs, and the Private Sector Role in Achieving MDGs, global program reviews, country and regional evaluations, and project evaluations.</p>
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Appendix 3: IEG Results and Measurement Framework

1. IEG introduced a results and measurement framework as part of the FY11–13 Work Program and Budget Document. Members of CODE and the Budget Committee appreciated the development of the framework as this was not common practice for evaluation units. They encouraged IEG management to refine the framework to become less reliant on survey data—including using outside consultants to conduct the survey—and also to make a closer connection with development results and the emerging Corporate Scorecard.

2. The thematic approach outlined above provides an opportunity to make further refinements along the lines suggested by Executive Directors during the discussion last year. Specifically, a thematic approach could be linked throughout IEG’s Theory of Change and include more specific outcome indicators to which IEG’s impact could be linked. Although this will be a first for an evaluation unit among multilateral development banks and will require significant additional thinking, it would result in a more satisfying presentation of IEG’s impact on the overall development effectiveness of the WBG, at least within one thematic area.

3. As the evaluative work program is defined in more detail through approach papers, IEG will seem to systematically infuse key questions related to the four strategic clusters into its evaluations. From these, IEG will attempt to define common measurable indicators that could provide a longer-term view on how IEG’s FY13–15 work program has contributed to strengthening the development impact of the WBG’s work.

4. For the time being, IEG’s results framework is structured as follows with targets indicated, where appropriate, in the comment section:²⁶

- **Section A** of the results framework includes the key inputs used to deliver IEG’s work program—people and financial resources.
- **Section B** includes indicators that reflect the timeliness with which IEG delivers on both the macro and the micro work program.
- **Section C** captures the outputs/deliverables committed in the work program.
- **Section D** includes indicators that would measure the quality of IEG’s work. These measure the extent to which IEG practices are consistent with the Good Practice Standards developed by the ECG, for evaluation products. They also include indicators on perception of quality of IEG’s work by key stakeholders—WBG staff, the Board, and the broader external audience, and ratings in independent third-party assessments.
- **Section E** measures the influence of IEG evaluations on the WBG. The indicators here are perceptions of the use and influence of IEG evaluations based on the client survey. However, the MAR is the official tool for documenting the actions taken by WBG management in response to IEG recommendations.

²⁶ A significant number of indicators are based on results from an annual client survey. This is carried out by an external firm, and the individual responses are held confidential. An overview analysis of the survey is posted on IEG’s website.

- **Section F** reports on the extent of and feedback on the communication and dissemination activities of IEG, which includes direct and Web-based dissemination, as well as training to develop evaluation capacity.
- **Section G** includes measures of impact of IEG's evaluation on the WBG as well as the broader development community, based on responses gathered from the client survey, as well as citations in World Bank documents and external publications.

INDICATOR	BASELINE		CURRENT		SOURCE	FREQ.	NOTES
	Value	Year	Value	Year			
A. INPUTS							
1. As % of WBG administrative budget (annual average)	1.4%	FY06-10	1.3%	FY12	RM team	Annual	Updated during preparation of the IEG work program and budget document.
a. WB	1.4%	FY06-10	1.4%	FY12			
b. IFC	1.0%	FY06-10	1.0%	FY12			
c. MIGA	3.7%	FY06-10	3.2%	FY12			
2. As % of WBG administrative and trust fund budget (annual average)	1.1%	FY09-12	1.1%	FY12	RM team	Annual	IEG has developed rules on the use of trust funds in evaluations and appointed a staff member to ensure appropriate usage and reporting on trust-funded activities.
Staff							
3. Share internally vs. externally recruited	—	—	49%	FY12	RM team	Annual	The proportion of professional staff (GE+) at end February 2011 that were recruited to IEG from outside the WBG stood at 49 percent, with 77 percent of FY12 hires at the GE+ level having had no previous WBG employment. Target is 50%.
4. Share of women evaluators GE+	53%	FY12	53%	FY12	RM team	Annual	Note: This number is women evaluators GE+ and does not include back-office functions and front office staff except for female staff with evaluation training (IEGCS, IEGDG). Target is 53%.
Diversity indicator							
5. Diversity Index Trend	0.62	FY10	FY12	0.56	RM team	Annual	IEG will strive to meet WBG diversity targets.

B. EFFICIENCY							
INDICATOR	BASELINE		CURRENT		SOURCE	FREQ.	NOTES
	Value	Year	Value	Year			
1. Percent of evaluations completed within timeline specified in approach papers					RM team	Annual	IEG will begin monitoring this for evaluation deliverables in FY13. Target is 80%
2. Percent of micro evaluations completed within IEG standards for timely delivery					RM team	Annual	IEG will begin monitoring this for evaluation deliverables in FY13. Target is 80% IEG Standards for delivery (days): ICR: 4.4 PPAR: 30.5 XPSRs: 10.8 PCRs: 4.0

C. OUTPUTS							
INDICATOR	BASELINE		CURRENT		SOURCE	FREQ.	NOTES
	Value	Year	Value	Year			
1. Product mix and quantity							
Micro							
a. Implementation Completion Report Reviews	215	FY09-11	220	FY12	IEG work program	Annual	100% of ICRs
b. Project Performance Assessment Reports	55	FY09-11	70	FY12	IEG work program	Annual	Target as per work program
c. Extended Project Supervision Reports	71	FY09-11	90	FY12	IEG work program	Annual	Sample
d. Project Completion Reports	92	FY09-11	150	FY12	IEG work program	Annual	Sample
e. PER	2	FY11	2	FY12	IEG work program	Annual	
f. PER validation	2	FY11	2	FY12	IEG work program	Annual	
Country and Global							
g. Global Program Reviews	4	FY09-11	3	FY12	IEG work program	Annual	Targets in annual work program
h. Country Assistance Strategy Completion Report Reviews	16	FY09-11	20	FY12	IEG work program	Annual	Targets in annual work program
i. Country Program Evaluations	2	FY09-11	2	FY12	IEG work program	Annual	Target : 2
j. Sector/Thematic Evaluations	9	FY09-11	4	FY12	IEG work program	Annual	Targets in Annual work program
k. Corporate Evaluations	2	FY09-11	3	FY12	IEG work program	Annual	Targets in annual work program

D. QUALITY							
INDICATOR	BASELINE		CURRENT		SOURCE	FREQ.	NOTES
	Value	Year	Value	Year			
1. Percentage of ECG GPS adopted and implemented by IEG							
a. Independence	88%	2010	88%	2012	Internal review	Annual	ECG Good Practice Standards are currently undergoing review and revisions on both the private and public sector to improve standards and reflect evolving evaluation methodologies. IEG will have an external review of implementation every two years. Target is 90% compliance as all standards may not apply.
b. Evaluation of country assistance strategies	85%	2010	85%	2012	Internal review	Annual	
c. Evaluation of private sector investment	93% (IFC) 73% (MIGA)	2010	93% (IFC) 73% (MIGA)	2012	Internal review	Annual	
d. Evaluation of public sector projects	74%	2010	74%	2012	Internal review	Annual	
e. Evaluation of development program loans	83%	2010	83%	2012	Internal review	Annual	
f. Evaluation of AAA and knowledge products	TBD	—	TBD	—	Internal review	Annual	
2. Proportion of Client Survey respondents who were satisfied (or better) with quality of IEG evaluations (perception of quality)							
a. Board	80%	FY10	77%	FY12	Client survey	Annual	Most Recent Client Survey November/December 2011
b. WBG	60%	FY10	58%	FY12	Client survey	Annual	
c. External	80%	FY10	78%	FY12	Client survey	Annual	
3. Overall Assessment of 10 dimensions of quality by client survey							

D. QUALITY							
INDICATOR	BASELINE		CURRENT		SOURCE	FREQ.	NOTES
	Value	Year	Value	Year			
respondents (rated on 6 point scale)							
a. Board	4.9	FY10	4.95	FY12	Client survey	Annual	
b. WBG	4.5	FY10	4.49	FY12	Client survey	Annual	
c. External	5.0	FY10	5.03	FY12	Client survey	Annual	
Independent third-party assessment							IEG will keep track of third party evaluations—no standardized criteria are available
4. Global Accountability Assessment of IEG							
a. WB	90+, tied for third among the 27	2008					
b. IFC	84, 6th out of the 30 organizations	2008					
INDICATOR	BASELINE		CURRENT		SOURCE	FREQ.	NOTES
	Value	Year	Value	Year			
E. Use and influence of IEG products							
1. Proportion of Client Survey respondents rating the aggregate influence of IEG products as "to some extent" (or better)							
a. Board	95%	FY10	85%	FY12	Client survey	Annual	
b. WBG	80%	FY10	70%	FY12	Client survey	Annual	
c. External	92%	FY10	91%	FY12	Client survey	Annual	
2. Proportion of Client Survey respondents rating the aggregate use of IEG products as "to some extent" (or better)							
a. Board	88%	FY10	87%	FY12	Client survey	Annual	
b. WBG	69%	FY10	63%	FY12	Client survey	Annual	
c. External	84%	FY10	72%	FY12	Client survey	Annual	
F. Outreach and Dissemination							
INDICATOR	BASELINE		CURRENT		SOURCE	FREQ.	NOTES
	Value	Year	Value	Year			
1. Number of page views			513,441 (monthly average: 42,786)	FY12	Web analytics	Monthly	
2. Number of web downloads			46,829 (monthly average - 3,902)	FY12	Web analytics	Monthly	
3. Number of social media followers (Facebook, Twitter, YouTube)	Facebook : 1,006 Twitter: 535 YouTube video	FY 11 (May 2012)	Facebook: 12,462 Twitter: 1,660 YouTube video views:	FY12	Social media data	Annual	

INDICATOR	BASELINE		CURRENT		SOURCE	FREQ.	NOTES
	Value	Year	Value	Year			
	views: 6,300		13,882				
4. Share of WBG staff with at least one direct participation in IEG learning events	Baseline to be set/decided upon	2013	934 WBG staff attended 25 IEG events from April 2011 until March 2012. The average is 37 WBG staff per event.	2011/2012	Sign-up sheets from IEG events, log-ins, dial-ins, etc.	Monthly	
5. Percentage of IEG client survey respondents rating IEG's website as satisfactory (or higher)	Weighted Average: 85.2%	FY11	Weighted Average: 85.2%	FY11	Client survey	Annual	Client survey data 2011: Question "How would you rate IEG's outreach and dissemination efforts in the following areas?" (Website). This number is a weighted average of three audiences: Board: 97%, WBG: 77%, External: 94%
Effectiveness of evaluation capacity development							
6. Percent of CLEAR center users rating effectiveness as satisfactory (or higher)	88%	2011			CLEAR center survey	Annual	
7. Percent of IPDET participants rating effectiveness of training as satisfactory (or higher)	82%	2009	87%	2011	Training evaluations	Post-IPDET	All IPDET evaluations are available at http://ipdet.org/page.aspx?pagelid=downloads
G. IMPACTS							
INDICATOR	BASELINE		CURRENT		SOURCE	FREQ.	NOTES
	Value	Year	Value	Year			
Impact on WBG development effectiveness							
1. Proportion of respondents to Client Survey that rate IEG's impact on the WBG's development effectiveness as Moderate (or better)							Based on most recent client survey, November/December 2011
a. Board	86%	FY10	86%	FY12	Client survey	Annual	
b. WBG	67%	FY10	65%	FY12	Client survey	Annual	
c. External	75%	FY10	79%	FY12	Client survey	Annual	
Impact on broader development community effectiveness							
2. Proportion of respondents to Client Survey that rate IEG's impact on the broader development community as Moderate (or better)							
a. Board	75%	FY10	68%	FY12	Client survey	Annual	
b. WBG	55%	FY10	53%	FY12	Client survey	Annual	
c. External	72%	FY10	73%	FY12	Client survey	Annual	
Impact on knowledge and learning							
3. Number of IEG citations in internal WBG and external publications	111	2009-2011 average	92	2011	'Publish or Perish' software program	Annual	

4. Number of IEG citations/mentions in Board documents	March 2012: IEG mentioned in 65 Board documents	FY12			eBoard	Monthly	IEG conducted a document keyword search within all March 2012 eBoard documents (without IEG evaluations, approach papers, evaluation green sheets, and CODE minutes)
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Appendix 4: Global and Regional Programs with Recently Completed Self-Evaluations

In selecting programs for review, preference is given to (i) those that are innovative, large, or complex; (ii) those in which the Bank is sufficiently engaged to warrant a review; (iii) those that are relevant to upcoming IEG sector studies; (iv) those for which the Executive Directors or Bank management have requested reviews; and (v) those that are likely to generate important lessons. IEG also aims for a representative distribution of Global Program Reviews across sectors in each fiscal year.²⁷

- Forum for Agricultural Research in Africa, ARD, December 2011
- Special Climate Change Fund, ENV, October 2011
- Association for Strengthening Agricultural Research in Eastern and Central Africa, ARD, August 2011
- Public Expenditure and Financial Accountability, PSG, July 2011
- Forest Carbon Partnership Facility, ENV, May 2011
- Financial Sector Reform and Strengthening Initiative, FPD, May 2011
- The Association for the Development of Education in Africa, EDU, April 2011
- The Access Initiative, ENV, January 2011
- Small States Network for Economic Development, OS, January 2011
- Stolen Assets Recovery Initiative, PSG, December 2010
- Communities, Conservation and Markets, ARD, November 2010
- African Programme for Onchocerciasis Control, HNP, October 2010
- Global Alliance for Vaccines and Immunization, HNP, September 2010
- Africa Stockpiles Program, ENV, May 2010
- Critical Ecosystem Partnership Fund, ENV, April 2010
- Caribbean Catastrophe Risk Insurance Facility, FPD, April 2010
- Affiliated Network for Social Accountability—Africa, SDV, March 2010
- Global Environment Facility, ENV, January 2010
- Global Facility for Disaster Reduction and Recovery, UD, January 2010
- Trust Fund for Statistical Capacity Building, PO, January 2010

²⁷ For a full description of GPPRs and evaluation methods, please see IEG 2006 *Source Book for Evaluating Global and Regional Partnership Programs*. Washington, DC: World Bank.

Appendix 5: FY10–15 Consolidated Trends by Expense Category and Income Source
 1/ (in nominal dollars)

	FY10 Actual \$'m	FY11 Actual \$m	FY12 Plan \$'m	FY12 Projected \$'m	FY13 Plan \$'m	FY14 Indicative \$'m	FY15 Indicative \$'m
Fixed Costs							
Staff Costs	18.8	20.1	20.1	18.4	21.3	21.3	21.3
Communications and IT	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Equipment and Buildings	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Total Fixed Costs	21.5	22.7	22.7	21.0	23.9	23.9	23.9
Variable Costs							
Consultants and Temps	7.3	6.6	6.4	7.5	6.9	6.1	6.1
ETC & ETT	0.8	0.9	0.8	0.8	0.8	0.8	0.8
Travel Costs	1.9	1.6	2.4	1.9	2.1	2.1	2.1
Representation and Hospitality	0.1	0.0	0.1	0.1	0.1	0.1	0.1
Contractual Services	0.7	0.8	0.7	0.8	0.7	0.7	0.7
Other Expenses	0.6	0.7	0.6	0.7	0.7	0.7	0.7
Total Variable Costs	11.4	10.8	11.0	11.7	11.1	10.3	10.3
SRP and RSBP Contributions	0.3	0.2	0.2	0.2	0.2	0.2	0.2
IBRD Services and Support Fee 2/	0.2	0.1	0.1	0.1	0.1	0.1	0.1
Total Expenses	33.4	33.8	34.0	32.9	35.3	34.5	34.5
Total Budget	31.9	32.4	32.5	33.2	33.2	33.2	33.2
Carryover					0.7	0.0	0.0
Total BBGEF	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Total Trust Funds	1.3	1.4	1.2	0.9	1.2	1.2	1.2
Total Other Sources	0.1		0.2	0.1	0.1	0.0	0.1
Total Sources	33.4	33.9	34.0	34.3	35.3	34.5	34.5
Underrun/Overrun	0.0	0.1	0.0	1.4	0.0	0.0	0.0
Underrun %	0%	0%	0%	4%	0%	0%	0%
Fixed Cost Ratio (BB Resources only)	67%	70%	69%	63%	70%	72%	72%

1/ FY10, FY11, and FY12 numbers are expressed in nominal terms. FY13, FY14, and FY15 numbers are expressed in real FY12 terms.

2/ The Total Budget number has been reduced in FY11 by \$0.1m and IBRD Service and Support Fee reduced by \$0.1m to reflect a reduced budget and reduced IBRD service and support fee.

Appendix 6: Consolidated Trends by (i) Department and (ii) Service Category (*in nominal dollars*)

IEG: Expenditure Trends by IEG Department - FY12-15

	FY12 (plan) \$m	FY12 (proj) \$m	FY13 (plan) \$m	FY14 (est) \$m	FY15 (est) \$m
Office of the Director-General	3.3	2.7	2.6	2.3	2.3
Strategy, Communications, and Learning Department	5.9	6.3	5.8	5.8	5.8
Private Sector Evaluations Department	7.6	7.5	8.4	8.0	8.5
Public Sector Evaluations Department	10.7	9.6	10.8	11.0	11.1
Country, Corporate, and Global Evaluations Department	6.5	6.7	7.6	7.3	6.7
Total	34.0	32.9	35.3	34.5	34.5

IEG: Summary of Sources and Uses and Key Spending Ratios - FY11-15

	FY11 (act) \$m	FY12 (plan) \$m	FY12 (proj) \$m	FY13 (est) \$m	FY14 (est) \$m	FY15 (est) \$m
Total Sources	33.9	34.0	34.3	35.3	34.5	34.5
Uses						
Project/AAA Evaluations	6.0	6.7	6.3	6.3	6.3	6.3
Thematic/Sector/Corporate	10.0	8.3	9.3	10.5	9.7	9.7
Country and Global	2.2	4.1	3.2	3.3	3.4	3.4
Knowledge Activities	4.9	4.9	4.8	4.7	4.7	4.7
Rapid Response	0.6	0.6	0.3	0.6	0.6	0.6
Sustaining	5.7	5.1	4.4	5.1	5.1	5.1
Indirects	4.4	4.4	4.6	4.7	4.6	4.6
Total Uses	33.8	34.0	32.9	35.3	34.5	34.5
<i>Proportion of spending on Products</i>	56%	58%	58%	59%	58%	58%
<i>Proportion of Spending on Knowledge Activities</i>	15%	14%	15%	13%	14%	14%
<i>Proportion of Spending on Sustaining Activities</i>	17%	15%	13%	15%	15%	15%
<i>Proportion of Spending on Indirect Costs</i>	13%	13%	14%	13%	13%	13%
<i>Nominal Spending Growth</i>		1%	-3%	7%	-2%	0%
<i>Cost flexibility - Fixed Cost Ratio</i>	70%	69%	63%	70%	72%	72%

Appendix 6 (continued)

IEG: Expenditure Trends by Affiliated Parent Institution - FY12-15

	FY12 (plan)	FY12 (proj)	FY13 (plan)	FY14 (est)	FY15 (est)
	\$m	\$m	\$m	\$m	\$m
Project/AAA Evaluations	6.7	6.3	6.3	6.3	6.3
WB	3.5	3.3	3.3	3.3	3.3
IFC	1.8	1.7	1.7	1.7	1.7
MIGA	0.5	0.6	0.6	0.6	0.6
Joint	0.7	0.6	0.6	0.6	0.6
Thematic/Sector/Corporate	8.3	9.3	10.5	9.7	9.7
WB	2.2	0.7	0.6	0.9	0.6
IFC	1.7	0.4	1.1	0.2	0.5
MIGA	0.0	0.0	0.4	0.15	0.2
Joint	4.4	8.2	8.4	8.5	8.5
Country and Global - Joint	4.1	3.2	3.3	3.4	3.4
Knowledge Activities - Joint	4.9	4.8	4.7	4.7	4.7
Rapid Response - Joint	0.6	0.3	0.6	0.6	0.6
Sustaining - Joint	5.1	4.4	5.1	5.1	5.1
Indirects - Joint	4.4	4.6	4.7	4.6	4.6
Total	34.1	32.9	35.3	34.5	34.5