



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

**FY25**

**Updated Work Program**

**and**

**FY26-27**

**Indicative Plan**

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## Abbreviations

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

# EXECUTIVE SUMMARY

The last few years have been challenging for economies across the world, as multiple and overlapping crises have increased stress on the capabilities of public and private sectors to address the needs of the most vulnerable populations. Climate change, war, migration, the lingering effects of the COVID-19 pandemic, and increasing food and fuel prices are just a few of the factors affecting demands for development assistance.

The World Bank Group (WBG) launched its Evolution Roadmap in response to these and other global challenges, aiming to end extreme poverty and boost shared prosperity on a livable planet. This will be achieved by improving operational efficiency and the scaling up delivery of services to clients. Critically, this also entails a stronger commitment to deliver development outcomes for the WBG's clients and beneficiaries, and to measure the contribution of the WBG to development impact globally.

The WBG's Independent Evaluation Group (IEG) is responsible for the assessment of the relevance, efficacy, and efficiency of WBG operational policies, programs and activities, and their contribution to development effectiveness. IEG's evaluations aim to enhance accountability and learning to inform the work of the WBG.

**IEG's updated FY25 work program and FY26-27 indicative plan** is recentered to address the long-term strategic priorities laid out in the Evolution Roadmap, including the "Five Verticals" of the WBG

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<sup>1</sup> 1. Fast-Track Water Security and Climate Adaptation; 2. Energy Transition, Efficiency and Access; 3. Enhanced Health Emergency Prevention, Preparedness and Response; 4. Accelerating Digitalization; 5. Food and Nutrition Security; 6. Forests

(People, Planet, Prosperity, Infrastructure, and Digital), as well as key cross-cutting themes (Gender; Fragile, Conflict, Violence (FCV); and, Private Capital). Additionally, IEG's work program pipeline covers elements of all the Global Challenge Programs<sup>1</sup>.

IEG conducts its core work through traditional, ex-post evaluation and validation of the development effectiveness of WBG operations. Its post-completion review of all IBRD/IDA projects and many IFC and MIGA projects have been the foundation of accountability for and learning about WBG operations for 50 years. Over the years, IEG has expanded its work to encompass thematic, corporate, and country program evaluations, where IEG teams collect new evidence to evaluate past WBG operations; undertake deep analytical work from multiple angles of inquiry, including assessing WBG contributions to country outcomes; and when appropriate, make strategic recommendations to enhance WBG development effectiveness.

IEG also recognizes the Board's and WBG Management's increased and explicit need for just-in-time knowledge on emerging priorities. Such rapid assessments, when appropriate, can be delivered through synthesis of the existing body of evaluative evidence that IEG has acquired over the years in its evaluations and validations.

**Methods.** As technology has improved, the need for IEG to stay on the cutting edge of methodology has meant greater investment in the Methods Advisory function. IEG will be recruiting additional data

for Development, Climate, and Biodiversity, with an emphasis on Fragility, Conflict, and Violence.

scientists and data analysts to help strengthen the use of new technology, including Generative Artificial Intelligence and Geospatial Analysis. IEG's Methods also works closely with IEG's internal learning team to develop a new course curriculum, Foundations of Evaluation Design, to strengthen evaluation skills throughout IEG, and ensure that evaluators are up-to-date on emerging evaluation methodologies.

**Capacity Development.** IEG has concentrated its evaluation capacity development (ECD) work in the [Global Evaluation Initiative \(GEI\) network](#), which promotes and improves the use of evidence in decision-making, by strengthening national monitoring and evaluation (M&E) systems in developing countries. The GEI network currently comprises 13 donor organizations, over 20 associate partners, the GEI Global Team, and 8 implementing partners.<sup>2</sup> In addition, GEI hosts and manages the globally renowned M&E knowledge platforms [BetterEvaluation.org](#) (more than 2 million visits per year), and [gLOCAL Evaluation Week](#) – one of the biggest M&E knowledge exchange events in the world with 372 events in FY24 attended by ca 20,000 participants (exact number will be known by end of June 2024). Moreover, GEI's global evaluation training program [IPDET](#) saw a total of 171 participants from 63 countries attend its on-site program in FY24. Beyond training clients and sharing experiences, GEI also supports clients to develop M&E strategies and systematic frameworks, and improving data for monitoring and evaluation. Several clients are now using methodologies learned from GEI to carry out evaluations of government programs.

**Stakeholder Survey.** The results of the 2024 IEG Stakeholder survey indicated continued positive perceptions of the quality of IEG reports,

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<sup>2</sup> GEI Implementing partners are: Six Centers for Learning on Evaluation and Results (CLEAR) (covering South Asia, Anglophone Africa, Francophone Africa, Brazil and Lusophone Africa, Pakistan and Central Asia and Latin America and the Caribbean),

the alignment of IEG with WBG strategic priorities and influence on its activities, albeit with some mixed results from Board respondents. Compared with 2023 survey results, there were increases in positive perceptions of 'relevance', 'objective analysis', 'ease of understanding', and 'process of engagement' for Board respondents, but decreases in positive perceptions of 'link of evidence to conclusions' and 'timeliness'.

**In FY25, IEG proposes to deliver a total of 10 thematic evaluations, plus the Results and Performance Report (RAP), and 4-6 Country Program Evaluations.** In addition, IEG will endeavor to remain flexible to optimize its responsiveness to requests from the Board and WBG management for just-in-time knowledge through the synthesis of existing evidence on emerging priorities throughout the fiscal year.

**IEG's approved budget for FY25 is \$44.4 million, which includes a real increase of 3.1% compared to FY24.** Specifically, the FY25 budget increase reflects required investments commensurate with the increased ambition of the WBG portfolio in Digital Transformation and Climate areas. During FY25, IEG intends to strengthen its staff contingent in these areas through recruitment of one GH-level climate expert, and one GH and one GF-level staff with expertise in Digital Transformation. IEG's FY25 budget was approved by the Board of Directors in March 2024.

the International Program for Development Effectiveness Training (IPDET), and École nationale d'administration publique (ENAP).

# 1. IEG's FY25 UPDATED WORK PROGRAM and FY26-27 INDICATIVE PLAN

## A. Strategic Selection Framework

IEG's FY25 updated work program proposal is the second step in a process to align IEG's work program process with the new WBG Budget cycle over calendar year 2024. The first step was completed in March 2024, when the Board of Directors approved IEG's FY25 budget request. The second step involves IEG's commitment to propose an updated work program for FY25 within the bounds of the FY25 budget (with indicative plan for FY26-27), by June 2024. The third and final step will be completed in January 2025, with the submission of IEG's Work Program and Budget for FY26 and Indicative Plan FY27-28.

## B. Thematic Direction of IEG's Work Program

### A. Strategic Selection Framework

IEG's work program pays special attention to today's pressing development issues and builds on the selection drivers used in previous years (Figure 1). The selection of evaluation topics is also based on the level of urgency and timeliness to feed into institutional strategies, mid-term reviews, and pressing global events and discussions. From the large universe of development issues, IEG narrows its focus in a series of steps, taking into consideration factors such as WBG strategic priorities, alignment with IEG's mandate, and Board and WBG Management interest and absorptive capacity. Additionally, IEG plans its work program in close consultation with Group Internal Audit (GIA) to ensure the complementarity of the respective work programs in line with each entity's distinct mandate.

## C. Proposed FY25 Evaluations and Indicative Plan FY26-27

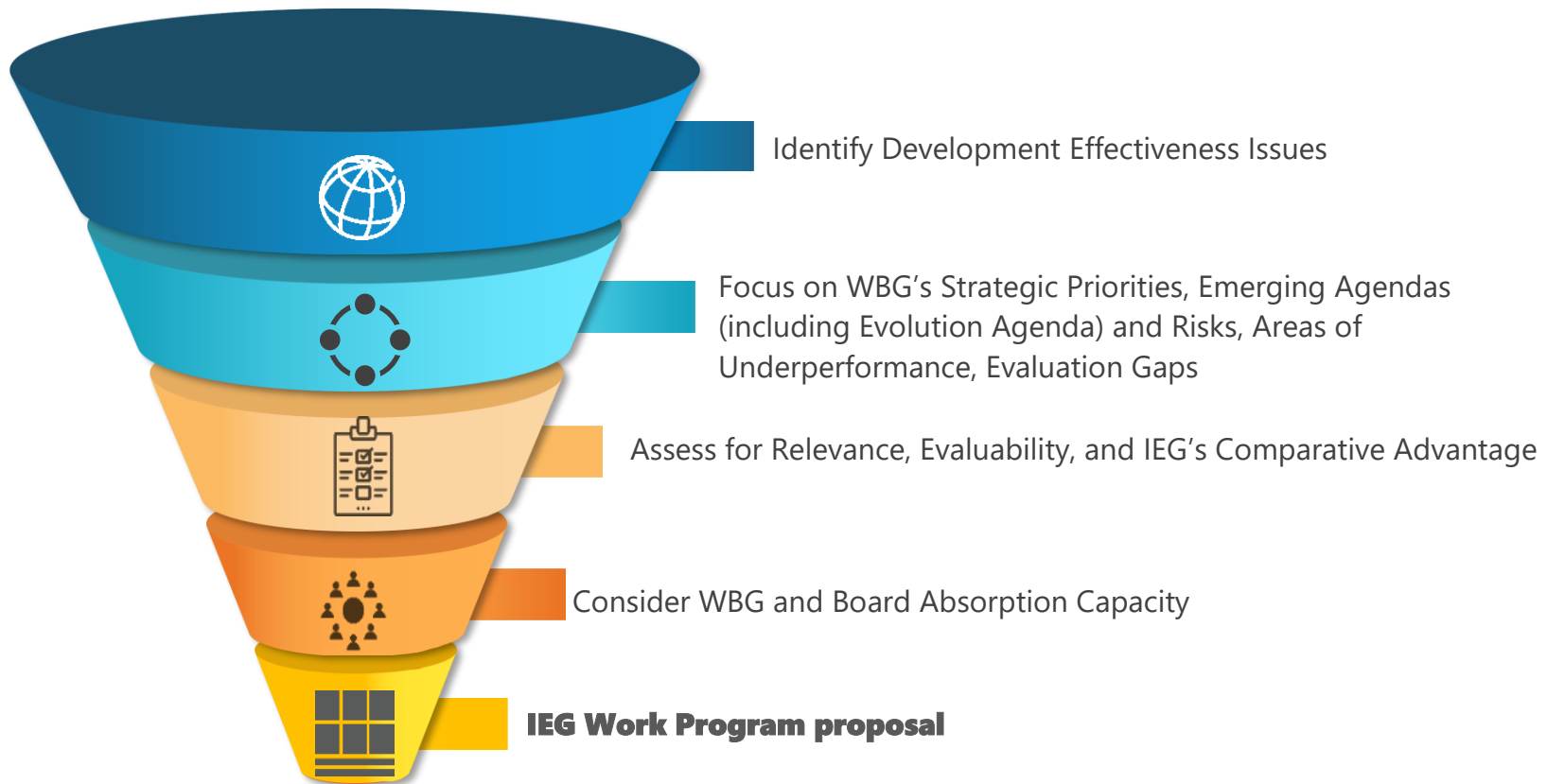
## D. Intermediate Products

## E. Micro Products

## F. Methodological Quality and Innovations

Between FY20-23, IEG structured its work program within a strategic framework encompassing key strategic priorities of the WBG, comprising six work streams and three cross cutting themes that reflected the priorities defined in the IBRD and IFC capital increase package commitments, the Forward Look, IDA themes, and IFC 3.0.

Figure 1: IEG Selection Drivers



In FY24, IEG has started adjusting its strategic framework in line with the evolving context of the WBG, including a revision of the work streams into new thematic streams that reflect the WBG's vertical themes of People, Planet, Prosperity, Infrastructure, and Digital Technology. In addition, IEG will continue to conduct cross-cutting assessments on Fragile, Conflict, Violence (FCV), Gender, and Private Capital, and retain its work on corporate effectiveness issues and country program evaluations (see Figure 2).

To complement the revised strategic framework, IEG plans to develop corresponding Theories of Change (ToC) for each thematic stream. The ToCs will guide the identification of overarching evaluation questions and prioritization of evidence gaps that can be addressed through IEG's work. Additional details on the revised strategic framework will be outlined in IEG's Work Program proposal for FY26-28, to be submitted to CODE in January 2025.

Figure 2: IEG's Revised Thematic Streams and Cross Cutting Themes





## B. Thematic Direction of IEG's Work Program

IEG aims to deepen the understanding of where the WBG can improve to achieve greater development outcomes. This section outlines IEG's initial thinking around the realignment of its strategic framework with the WBG's vertical and cross-cutting themes.

### Planet

Creating development solutions to support the health of the planet has become increasingly urgent, as the effects of climate change cause damage to infrastructure, homes, farmland, businesses, and other means for people to earn their living.

The WBG's Evolution Roadmap has highlighted the importance of a healthy planet. The WBG rolled out its Green, Resilient, and Inclusive Development (GRID) Framework, including requiring all borrowers to conduct Country Climate and Development Reports (CCDRs) to ensure that country strategies incorporate climate-related issues. In addition, starting FY24, all WBG projects are required align with the Paris Climate Agreement of 2015. Commensurately, IEG has gradually increased its evaluative work on climate change, with recent evaluations on Agri-Food Economies (FY22), Disaster Risk Reduction (FY22), Energy Efficiency (FY23), and Enabling Private Sector Participation in Climate Action (FY23). These evaluations explored the themes of climate mitigation, adaptation, and resilience.

Other evaluations in IEG's upcoming pipeline focus on the protection of natural resources. The evaluation on Blue Economy (finalization June FY24) focuses on the protection and development of ocean resources. An evaluation on Biodiversity (FY25) will examine the relevance and effectiveness of WBG activities in conservation landscapes (such as protected areas), production landscapes (such as agriculture and agribusiness, afforestation and reforestation, forest management, fisheries management, and other landscapes and

seascapes), and in safeguarding biodiversity in its investments which might have adverse impacts.

Furthermore, IEG is proposing evaluations for FY26 on Forests/Reducing Emissions from Deforestation and Forest Degradation (REDD+), and Food Security. The former will cover the protection of wetlands and rainforests, as well as the effects of greenhouse gas emissions on biodiversity and overall climate change. The latter will look at not only the effects of climate on food security (extreme weather, drought), but also how food security efforts affect the climate (use of pesticides, fertilizer, diversion of water resources for irrigation), and how food security is affected by fragile and conflict situations (FCS).

The theme of environmental and social protection can also be seen in the upcoming evaluation of the WB Environmental and Social Framework (FY25), and the FY24 sector highlights note on the IFC Sustainability Framework.

Recognizing the complexity of water management, protection, and use, IEG is proposing a series of evaluations on Water Resource Management, starting in FY26 (and continuing in FY27). Water is a critical and scarce resource for many sectors of the economy, including: i) clean water and sanitation (including sufficient access in schools, workplaces, and public buildings); ii) irrigation (critical due to the increased prevalence of drought); iii) preservation of wetlands; iv) hydropower; v) use of water in manufacturing, extractives, tourism, and other income-generating activities; and vi) waterways for transport. River basin management and waterways management are also complicated by the cross-border nature of waterways. Many of these development objectives are often at cross-purposes, as the diversion of water resources for power generation, irrigation, and income-generating investments affects water access for the poor and

marginalized, and for preservation of biodiversity and other ecological needs.

## People

Protecting and investing in people remains a critical part of the WBG work to end poverty, and IEG's recent and upcoming evaluations related to supporting human capital include evaluations on Child Undernutrition (FY22), the World Bank's Support to Addressing COVID-19 – Health and Social Response (FY23), Learning Crisis (upcoming June FY24), and Adaptive Social Protection (FY25). The WBG's work on COVID-19 response helped identify areas where greater attention is needed in health services.

Strengthening preparedness in countries is integral to building resilient systems and reducing the risk of disease outbreaks, epidemics, and pandemics, saving lives, and preventing harmful social and economic impact. Emergency health preparedness requires cross-sectoral actions that engage both the private sector and sectors beyond health (including agriculture, rural and urban development, and environment). Since many serious infectious diseases (Swine Flu, Avian Flu, COVID-19) have been zoonotic diseases, the upcoming evaluation work on Emergency Health Preparedness (FY26) has been expanded to cover One Health. In FY27, IEG proposes to look at the gaps in local health systems in its proposed evaluation on Local Health, Nutrition, and Population Services.

## Prosperity

The WBG's mission is more urgent than ever as 700 million people still live in extreme poverty and income growth alone is insufficient to achieve shared prosperity. Among its priorities, the WBG must work towards fostering growth and creating jobs, as well as strengthening the fiscal and debt management of governments, to support countries to move out of poverty and increase shared prosperity.

In FY24, IEG delivered an evaluation on IDA support to Jobs, which is the first in a series of evaluations addressing the jobs agenda. It focused on the operational relevance of the evolving IDA jobs strategy and how it has been translated into World Bank support to jobs through labor supply, demand, and flexibility interventions that directly affect the labor market. IEG will carry out work on other areas of the jobs agenda in future evaluations.

In the fiscal/debt space, IEG has delivered several evaluations in recent years, such as on IDA Sustainable Development Finance Policy (FY22), Domestic Revenue Mobilization (FY23), Low-Income Countries Debt Sustainability Frameworks (LIC-DSF; FY23). IEG will continue to assess the WBG's work on debt and fiscal management in a proposed evaluation on Drivers of Debt Distress in IDA Countries (FY26).

Inclusion and access are critical to achieve shared prosperity. Several recent and future evaluations address issues of improving the lives of the most vulnerable, including evaluations on Financial Inclusion (FY23), Adaptive Social Protection (FY25), Electricity Access (FY25), and the Local Health, Nutrition and Population Services (FY27).

## Infrastructure

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

In FY24, the WBG is on track to provide about \$15 billion to support infrastructure in developing countries, an increase of about 50 percent from fiscal 2021. The WBG also supports countries to integrate their

climate and development goals by investing in projects that reduce carbon footprints, including renewable energy, green transport, and digital ecosystems.

In recent years, IEG has focused on the intersection between infrastructure and climate change, including Sustainable Irrigation (FY20); Renewable Energy (FY21), and Energy Efficiency (FY23). In response to the Evolution Roadmap's greater focus on infrastructure and service delivery, IEG will evaluate Electricity Access in FY25, and Transport (FY26: topic to be determined after Theory of Change has been developed and in consultation with Global Practice).

### **Digital Transformation**

Economic growth is increasingly dependent on the digital technology. Early investment by the WBG focused on physical digital infrastructure (fiber optic cables, radio towers, etc.), with recent focus on varied technologies and projects (ranging from ICT-enabled services, digital entrepreneurship, digital platforms which provide digital public services including e-government, open data, and innovation ecosystems). However, there are still gaps in availability, affordability, and access to digital services.

For FY26, IEG proposes an evaluation on Digital Public Infrastructure, and for FY27 on e-Governance. IEG will collaborate closely with the WBG's new vice presidency unit for Digital Transformation to identify priority areas for evaluations in this fast-moving field.

### **Gender**

Gender equality is fundamental for the world to prosper, and critical for the success and sustainability of development efforts (including achieving the SDGs). With its new Gender Strategy 2024-2030, the WBG is stepping up its ambition to accelerate gender equality for a sustainable, resilient, and inclusive future.

IEG has developed a stream of work over the last decade to evaluate the WBG's work on gender commitments, using a two-pronged approach. First, it delivers "stand-alone gender reports" that analyze WBG support to help countries address specific gender inequalities (for example, the Gender Inequalities in FCV evaluation, FY23, and the upcoming evaluation on the Gender Strategy, FY25). Second, it aims to ensure that a gender lens is used in evaluating subjects that demand it, including IEG's thematic and country program evaluations.

IEG's gender-focused work is increasingly driven by: i) an attention to explore how the WBG has contributed to decrease gender gaps under the four pillars of the Gender Strategy: in human endowments (COVID-19 Health and Social Response evaluation, FY23; Adaptive Social Protection evaluation, FY25), jobs (IDA Support to Jobs evaluation, FY24), asset control and ownership (Financial Inclusion evaluation, FY23), and voice and agency (Gender Inequalities in FCV evaluation); ii) a greater focus on the role of gender norms and institutions (the Child Undernutrition evaluation; the Gender Inequalities in FCV evaluation); and, iii) an increasing emphasis on the country engagement approach as the entry point to define priorities for the gender agenda (Gender Strategy mid-term review, FY21; Gender Strategy Evaluation; Gender Inequalities in FCV evaluation; various CPEs on Chad, FY22; Mozambique, FY23; Papua New Guinea, FY24; and Tanzania, FY25).

The focus on gender will also be reflected in the assessment of the Gender-based violence/Sexual exploitation, abuse, and sexual harassment (GBV/SEAH) action plan as part of the FY25 evaluation on the World Bank's Environmental and Social Framework (ESF), and in the proposed evaluation on Enabling Economic Opportunities for Gender Equality (FY26).

## Fragility, Conflict & Violence

With almost two-thirds of the world's extreme poor projected to be in countries affected by fragility, conflict, and violence (FCV) by 2030, addressing their specific challenges is critical to advance the Bank Group's twin goals of eliminating extreme poverty and boosting shared prosperity. As part the Bank Group's first strategy on fragility, conflict and violence (FY20-25), the WBG has committed to enhance its effectiveness to support FCV countries through a differentiated approach to address the drivers and impacts of conflict and strengthening their resilience, especially for the most vulnerable and marginalized populations.

However, as the incidence of conflicts, fragility and displacements have been on the rise globally over the past decade, engaging in FCV has been challenging and has been subject to reversals in several regions. IEG's work program has been designed to help address the knowledge gaps on what works in FCV environments and under what circumstances, which has been addressed in evaluations on World Bank Engagement in Situations of Conflict (FY22), and IFC/MIGA Support to for Private Investments in FCV (FY22). IEG also actively select country program evaluations of FCV countries, which in recent years have included Chad (FY22), Mozambique (FY23), Papua New Guinea (FY24), and upcoming CPEs on Somalia (FY25), Ethiopia (FY25), and Democratic Republic of Congo (FY26).

Apart from CPEs, IEG's FCV-related pipeline includes the evaluation on the FCV Strategy (FY25), and proposed evaluations on IDA FCV (FY26), and Credit Lines in FCV (FY27+). Other thematic evaluations will also cover FCV countries as case studies.

## Private Capital

As governments and the development community focus on achieving the SDGs by 2030, the WBG recognizes that the needed investments

by governments, multilaterals, and donors must be complemented by attracting sustainable and equitable private capital at scale. The WBG seeks to help countries attract such capital by identifying and removing bottlenecks to private investment, improving competitive market structures, and helping to protect against real and perceived risks, while protecting workers, consumers, and the planet.

IEG's focus is to help the WBG understand how it can further enhance its effectiveness in channeling private sector resources for development. Previous evaluations have included the Mobilization of Private Capital (FY21), IFC Investment in K-12 Education (FY22), IFC Additionality in middle income countries (FY23), and IDA-Private Sector Window (PSW) update (FY24). Going forward, IEG is developing a pipeline of evaluations on Guarantees (FY26), Equity (FY26), and the WBG's role in Expanding Markets (FY27+).

## Corporate Effectiveness

As the WBG seeks to scale up commitments and increase impact, evaluations of corporate effectiveness are critical. Each year, IEG delivers the Results and Performance of the World Bank Group, also known as the RAP, which examines the evolution of project-level results and performance of the WBG. The report also analyzes the project development outcomes that underlie project performance ratings, and the validity of the monitoring and evaluation (M&E) frameworks tasked with measuring them.

In addition, IEG annually carries out a validation of World Bank Group Management's report on its Management Action Record (MAR) which tracks the WBG's implementation of IEG recommendations. The purpose of the MAR assessment system is to support accountability, learning, and adaptation for the Bank Group's implementation of recommendations from IEG evaluations. This validation document presents IEG's assessment of progress toward

achieving the intended outcomes of evaluations and the evidence in management's MAR report.

IEG also undertakes other evaluations on corporate effectiveness topics. Previous work includes the Outcome Orientation evaluation (FY21), Global Footprint Effectiveness (FY22), and the Low-Income Countries Debt Sustainability Framework (FY23), which was done in parallel with an evaluation by the International Monetary Fund to cover the joint aspects of the DSF. IEG also carried out a validation of the WBG Capital Increase Package (FY24).

In FY25, IEG will deliver several evaluations with a focus on corporate effectiveness: WB Procurement Frameworks for IPF, WB Environmental and Social Framework, Learning from WB Lending Operations, and the Multiphase Programmatic Approach.

IEG will work with CODE to identify other areas of corporate effectiveness which may need to be evaluated, as the implementation of initiatives under the Evolution Roadmap continues. For example, IEG proposes to carry out a formative evaluation of the Corporate Scorecard (FY26). IEG also liaises at different levels with WBG Senior Leadership and Management regarding the Knowledge Compact, to identify opportunities of where IEG can contribute either expertise and content, or evaluative findings to inform the development of Knowledge Compact activities. An evaluation on Analytics for the Knowledge Compact is proposed for the FY27+ long list.

In addition to corporate evaluations, IEG produced four synthesis notes in FY24, drawing from previous IEG work, for the Board's discussions during the development of the Evolution Roadmap.

## C. Proposed FY25 Evaluations and Indicative Plan FY26-27

**In FY25, IEG proposes to deliver a total of 10 thematic evaluations, plus the Results and Performance Report (RAP), and 4-6 Country Program Evaluations (CPEs).** Table 1 outlines IEG's proposed and tentative evaluations for FY25-26 and a long list for FY27 and beyond.

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

The identification, selection, and proposed timeframe of the evaluations in the table have been discussed in detail with IEG's main stakeholders, including CODE, WBG management, and IEG staff. Annex A includes further details on each of the topics proposed in FY25 and FY26, including their strategic relevance, the key issues, and the potential scope.

### Country Program Evaluations

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

IEG aims to start and deliver 4-6 CPEs per year on average over the medium term. In FY25, IEG expects to deliver CPEs on Somalia, Georgia, Ethiopia, Nepal, Tanzania, and Ghana. Work will start on CPEs on Indonesia, Democratic Republic of Congo, Egypt, Côte d'Ivoire, and other countries yet to be identified.

## Results and Performance 2024 (RAP 2024)

The Results and Performance of the World Bank Group (RAP) 2024 analyzes trends in the WBG operations and country program ratings, outcome types, and factors linked to WBG performance. The report covers the World Bank investment lending, IFC investment and MIGA guarantee operations. It includes an exploratory analysis of preparation time in WBG operations, and an analysis to understand the association between development outcome, additionality, and work quality ratings of IFC investment projects. For country programs, the report analyzes rating trends and conduct an in-depth review of factors linked to performance at the country level.

### D. Intermediate Products

IEG seeks to complement its larger evaluations with other products, such as shorter assessments based on existing bodies of evidence, which synthesize earlier work into insights relevant for new contexts.

In FY22, IEG launched a new product, **Evaluation Insight Notes** (EINs), to enhance the learning value from its existing body of knowledge. EINs draw insights based on secondary evidence from disparate IEG evaluations, validations, and WBG and external knowledge. EINs are a flexible instrument, aimed at timely synthesis of existing knowledge to respond to current issues. EINs topics may surface through IEG's regular work program consultations, be requested by WBG Management or the Board, or as identified by IEG.

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

Table 1: IEG Work Program: FY24 delivery, FY25 proposal, FY26-27+ indicative

Thematic Streams	FY24 (delivered or ongoing)	FY25 (ongoing or scoping)	FY26 (tentative)	FY27+ (long list)
<b>Planet</b>	Blue Economy (WB)	Biodiversity	<ul style="list-style-type: none"> <li>• Water Resource Management 1</li> <li>• Food Security</li> </ul>	<ul style="list-style-type: none"> <li>• Water Resource Management 2</li> <li>• Forests/REDD+</li> </ul>
<b>People</b>	Learning Crisis (WB)	Adaptive Social Protection (WB)	<b>Emergency Health Preparedness/One Health</b>	Local Health, Nutrition and Population Services (WB+IFC)
<b>Prosperity</b>	IDA Support to Jobs		Drivers of Debt Distress in IDA Countries	<ul style="list-style-type: none"> <li>• Domestic Revenue Mobilization</li> <li>• Jobs and Growth</li> </ul>
<b>Infrastructure</b>		Electricity Access	Transport	<b>Energy Transition</b>
<b>Digital Transformation</b>			Digital Public Infrastructure	e-Government

All evaluations cover WBG unless specifically noted.

**Bolded** topics indicate coverage of Global Challenge Programs.

Cross-cutting themes	FY24 (delivered or ongoing)	FY25 (ongoing or scoping)	FY26 (tentative)	FY27+ (long list)
<b>Gender</b>		Gender Strategy	Enabling Economic Opportunities for Gender Equality	Gender (focus TBD)
<b>Fragility, Conflict, Violence</b>		FCV Strategy	IDA FCV	Credit Lines in FCV
<b>Private Capital</b>	IDA-PSW Update	IFC Global Platforms	<ul style="list-style-type: none"> <li>Guarantees</li> <li>IFC Equity</li> </ul>	Expanding Markets
<b>Corporate and country focused</b>				
<b>WBG Corporate Effectiveness</b>	<ul style="list-style-type: none"> <li>RAP 2023 and MAR Validation 2023</li> <li>Capital Increase Package Validation (WB+IFC)</li> <li><i>IFC Sustainability Framework (Sector Highlight)</i></li> </ul>	<ul style="list-style-type: none"> <li>RAP 2024 and MAR Validation 2024</li> <li>WB ESF (including GBV action plan)</li> <li>Learning from WB Operations</li> <li>Procurement Frameworks for IPF (WB)</li> <li>Multiphase Programmatic Approach (WB)</li> </ul>	<ul style="list-style-type: none"> <li>RAP 2025 and MAR Validation 2025</li> <li>Corporate Scorecard formative evaluation</li> </ul>	<ul style="list-style-type: none"> <li>RAP 2026 and MAR Validation 2026</li> <li>Analytics for the Knowledge Compact</li> <li>COVID-19 Response</li> <li>AIMM &amp; Impact (IFC)</li> </ul>
<b>Country Program Evaluations (CPEs)</b>	<ul style="list-style-type: none"> <li>Ecuador</li> <li>Papua New Guinea</li> </ul>	<ul style="list-style-type: none"> <li>Tanzania</li> <li>Georgia</li> <li>Somalia</li> <li>Ethiopia</li> <li>Nepal</li> <li>Ghana</li> </ul>	<ul style="list-style-type: none"> <li>Indonesia</li> <li>Democratic Republic of Congo</li> <li>Egypt</li> <li>Côte d'Ivoire</li> <li>Sierra Leone / Bosnia</li> </ul>	4-6 per FY

*All evaluations cover WBG unless specifically noted.*



## E. Microproducts

IEG's suite of project level evaluations and validations form the backbone of the IEG's accountability and learning work. By validating WBG self-evaluations and conducting specific project assessments a few years after completion, IEG can gauge whether the reported results at project level are accurate and sustainable.

In FY25, validation coverage rates of IBRD/IDA, IFC, and MIGA self-evaluations will remain at previous levels. With an increased lending volume during the COVID-19 pandemic, the number of Implementation Completion Reports (ICR) sent for IEG validation increased about 25 percent between FY21 and FY24. IEG estimates that the number will increase another 9-10 percent towards 300 ICRs to be validated in FY25 (Table 2).

Following recommendations of IEG's microproduct review in FY20 to increase the use value of Project Performance Assessment reports (PPARs), the pipeline will be determined based on a strategic sampling approach to ensure PPARs are anchored in thematic evaluation topics or lend themselves to a clustered approach to draw insights from a range of projects with certain commonalities. Cluster PPARs comprise a set of underlying PPARs on a specific theme, where the findings in each underlying study are aggregated into a chapeau report. Ongoing cluster PPARs cover World Bank operations on i) Agriculture Technology, ii) Marine Spatial Planning, and iii) Electricity Transmission. IEG are also conducting a cluster PPAR covering IFC investments on Health Sector and Life Sciences, for which the summarizing chapeau report will be delivered in FY24.

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

Product	FY21		FY22		FY23		FY24 (est.)		FY25 (projection)	
	Coverage	Count	Coverage	Count	Coverage	Count	Coverage	Count	Coverage	Count
ICRRs	100%	220	100%	240	100%	274	100%	275	100%	300
XPSRs	40%	74	40%	88	40%	90	40%	76	40%	75
PCRs	>51%	91	>51%	70	>51%	75	51%	69	51%	65
PERs	100%	10	100%	12	100%	8	100%	12	100%	22
CLRVs <sup>3</sup>	100%	8	100%	30	100%	21	100%	17	100%	25
WB PPARs	14%	28	14%	33	3%	8	5%	14	TBD	TBD
IFC/MIGA PPARs	-	5	-	1*	-	5	-	4	-	6

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

<sup>3</sup> The name of this product has been changed from Completion and Learning Review Review (CLRR) to Completion and Learning Review Validation (CLR). No changes have been made to the substance, format, or process of the report. Following the Country Engagement Guidance of July 1, 2021, CLRVs are conducted earlier in the cycle of Country Partnership Frameworks (CPF), to allow CLRVs to inform the preparation of CPFs. Final CLRVs are delivered to the relevant Region upon completion, and delivered to the Board in time for its consideration of new CPFs. The number reported in the table shows the count of CLRVs delivered to the Regions.

## F. Methodological Quality and Innovation

IEG's Methods Team works closely with each IEG evaluation team to design and implement rigorous evaluations in various ways: through customized methods workshops, embedded evaluation support, hands on support on specific methodological applications, clinics, and thorough review of evaluation's approach papers, reports and technical appendices.

### Methodological and Data Science Innovations

IEG's Methods Team spearheads methodological and data science innovations for the practice of evaluation and demonstrates IEG's cutting edge evaluation practice through a number of high-profile events and products. For example, the team conducted a series of experiments with Generative Artificial Intelligence, which yielded important results that were shared extensively with the global evaluation community. [A series of three blogs](#) were written and widely read, and the Methods Team presented the findings in a range of forums and conferences, at partner organizations' requests<sup>4</sup>.

In addition, the team organized an [international symposium on the use of Geospatial Analysis for Evaluation Practice](#), that gathered experts from a range of organizations<sup>5</sup> to present practical use cases of geospatial analysis for evaluations. The hybrid event was attended by more than 250 participants.

### Capacity Building of IEG Staff

IEG's Methods Team strengthens IEG staff's core evaluation capacities in various ways, including through delivering a

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<sup>4</sup> Including: The World Bank Results Measurement and Evidence Stream (RMES), European Evaluation Society online event, Evaluation Cooperation Group webinars, OECD-DAC Evalnet Climate Investment Fund conference, MerITech, International Community of Practice, Canada's Federal Government Evaluator Network, Asian Development Bank, John Hopkins University, United Nations Evaluation Group.

[Foundations to Evaluation Design Curriculum](#) in partnership with the IEG Academy Team. It aims to consolidate and strengthen IEG staff's understanding of key methodological principles that underpin the design and implementation of IEG major evaluations. The curriculum includes five modules: two core consolidation modules to promote a shared understanding of the fundamental building blocks of evaluation design and three specialized modules that go into more depth on specific techniques for dealing with qualitative and quantitative data (to be delivered in 2025). To support the delivery of the training, the Methods Team has created two dedicated learning bundles on methods and data science which are used as pre-requisites or deepening material for the trainings. In addition, the Methods Team partners with the Data and Systems Team to expand the IEG Data Science Community of Practice, which meets monthly to share ideas, work on IEG-wide initiatives, and foster the use of data science and AI in the practice of evaluation and validation work.

### Capacity Building for External Audiences

The Methods Team is actively providing external capacity development activities in partnership with the GEI. It seeks to broadly share its knowledge and know-how with other members of the Evaluation Cooperation Group and beyond, by actively and strategically contributing to conference presentations (for example at the Islamic Development Bank Symposium), pre-conference workshops (for example at the Asia Pacific Evaluation Association conference), delivering customized trainings (for example at EBRD), and publishing resources, through blogs and the Methods Paper Series (for example on [Leveraging Imagery Data in Evaluation](#)).

<sup>5</sup> Including: Agence Française de Développement, European Bank for Reconstruction and Development (EBRD), DEval, AidData, Global Environment Facility (GEF), Asian Development Bank (ADB), and KfW Development Bank.

## 2. FY24 REVIEW

FY24 has been a year of recognizing the strong evaluation tradition in the WBG, while aligning with the institution's direction for the future. In September 2023, IEG celebrated its 50<sup>th</sup> anniversary as the WBG's independent evaluation function, through a series of events looking both at the history and future of evaluation. IEG also undertook several internal initiatives and reforms to ensure that IEG remains relevant and aligned with the WBG's priorities and activities under the Evolution Roadmap agenda. Moreover, IEG assesses the results of its annual stakeholder survey to further understand the needs of the Board, WBG staff, and external audiences. The Global Evaluation Initiative (GEI) is coming towards the end of its current trust fund cycle, having established itself as the main global player in monitoring and evaluation knowledge exchange.

### A. Initiatives and Reforms in IEG

#### A. Initiatives and Reforms in IEG

#### B. Management Action Record

#### C. Data, Knowledge Management, and Communications

#### D. IEG involvement in Microproduct Reform

#### E. IEG Stakeholder Survey 2024

#### F. Global Evaluation Initiative

The **External Review of IEG** was commissioned by the Committee on Development Effectiveness (CODE) and concluded in FY23. The review acknowledges IEG's progress since the last review in FY15, notably on IEG's alignment with the WBG's twin goals and evolving strategic priorities, through for example: the development of its work stream framework that provides continuity while allowing for flexibility; adaptation of its synthesis work to provide just-in-time appraisals; and an emphasis on evaluation's learning dimensions to promote and enable better learning uptake in the WBG through more dialogue and collaborative engagements. The review also recognizes IEG's ability to adapt in the wake of emerging crises such as the COVID-19 pandemic and Russia's invasion of Ukraine. In addition, the recent, and ongoing, reform of the Management Action Record (MAR) process is seen as decisive in improving Management's accountability for the implementation of IEG recommendations.

In collaboration with CODE and WBG Management, IEG is finalizing an action plan structured around the review's six overarching recommendations (Box 1). As the recommendations target both IEG, CODE, and WBG Management – sometimes jointly, sometimes separately – the action plan will include actions agreed with all stakeholders. CODE has already identified and started implementing actions to address recommendations aimed at CODE, and IEG is coordinating with WBG Management to define actions that require joint efforts.

The review's recommendations directed at IEG are aimed to further strengthen IEG's value add for the WBG and its role as global leader in evaluation. IEG is therefore developing actions that aim to strengthen the learning potential of IEG evaluations, optimize investments in methodological excellence, develop protocols for hiring local consultants to contribute to evaluation work, develop a strategy for evaluation capacity development (ECD), and contribute to the WBG's outcome orientation agenda. Many of these actions are underway and discussed in other sections of this report.

*Box 1: Six Overarching Recommendations from the External Review of IEG Report (FY23)*

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

During the year, IEG also conducted an internal **review of its current processes and products**. As discussed in section 1, IEG has reoriented its work streams to align with the new WBG thematic verticals, while still maintaining focus on cross-cutting issues. For each of these thematic streams, IEG will work to develop a theory of change, and then identify evidence gaps. These gaps, in conjunction with consultations with management and the Board, will help identify evaluations (or other products) that can answer evaluation questions to inform WBG management and the Board.

IEG revised its **quality assurance process** to optimize the number of touchpoints between evaluation teams and IEG leadership during the evaluation lifecycle, with more focus on upstream review of data and methodologies. In addition, as discussed in section 1F above, IEG continues to develop and strengthen its Methods Advisory function, both through the experimentation with, and application of, new technology, and by an enhanced internal learning program to ensure that all evaluators keep abreast of evaluation methodology.

Furthermore, in light of the WBG's new direction under the Evolution agenda, IEG undertook a **review of its ongoing evaluation portfolio**, to ensure the relevance, timeliness, and usefulness of specific evaluations. In consultations with CODE and WBG Management, this review resulted in the recasting of some evaluations, including Public Institutions for Transparency and Accountability, IFC Country Private Sector Diagnostics, and Universal Digital Inclusion and Usage. The recast evaluations will be shared with CODE and WBG Management as informal briefings.

*Box 2: IEG@50: Celebrating 50 years of Independent Evaluation at the World Bank Group*

IEG launched a series of events in FY24 to commemorate the 50<sup>th</sup> anniversary of the decision to establish an independent evaluation function at the World Bank Group. Known collectively as IEG@50, the series of events had three overarching objectives:

- Celebrate the World Bank Group's **leading role** in the development of independent evaluation.
- Highlight the **deep historical roots** of the Independent Evaluation Group and its role in the **evolution of the evaluation practice** and its global contribution to **evaluation capacity development**.
- Communicate the **value and influence** of evaluation, and how it is adapting to provide the evaluative evidence needed **to address the challenges of the future**.



The [launch event took place in the WBG's Preston Auditorium in September 2023](#), with an accompanying exhibition in the MC Atrium and a series of lightning talks. The Preston event included a discussion among members of World Bank management and the Board, a roundtable with three former Directors General of IEG and a fireside chat with a representative of a government evaluation department. Each session provided different perspectives on the evolution of independent evaluation, its contributions to an accountable institution committed to constant learning from experience, and how it might meet the needs of the WBG's Evolution Roadmap. The exhibition in the MC Atrium featured a selection of important archives along with thematic displays of evaluations in each of the World Bank priority areas. The Lighting Talks were a series of 30-minute, virtual sessions, focused on evaluative work under each of the IEG work streams, select CPEs, innovative data work and GEI's support for evaluation capacity development.

The success of the lighting talks informed the design of the [second IEG@50 event, the Future of Evaluation](#). This was a series of four, one-hour, virtual sessions over three days that brought together experts from across the evaluation practice, focusing on how evaluation is evolving and adapting in the face of a changing development landscape, the ongoing professionalization and institutionalization of the practice, and the impact of new technologies. The event also included the announcement of the Young and Emerging Evaluators essay competition, which was launched to highlight IEG's commitment to evaluation capacity development and to encouraging the next generation of evaluators.

## B. Management Action Record (MAR)

The aim of the MAR is to support accountability, learning, and adaptation for the Bank Group's implementation of recommendations from IEG evaluations. To achieve this, the MAR system engages in developing awareness, agreement, and engagement on recommendations. In the fifth year following the MAR reform, IEG and WBG Management have institutionalized a way of working which facilitates progress tracking, learning from and identifying constraints to realizing the intended outcomes of IEG recommendations.

The updated system includes implementing a refined assessment framework for transparently assessing progress made on the implementation of recommendations, defining progress descriptors for each recommendation, and upstream meetings to discuss anticipated actions. Moreover, WBG Management and IEG now employ shorter, more user-friendly templates and report formats to review progress.

## C. Data, Knowledge Management, and Communications

### Digital Infrastructure (data and systems)

In FY24, IEG further improved its data infrastructure and data sharing efforts to increase both IEG's access to data for evaluations and to improve WBG staff access to IEG data. In partnership with ITS, the IEG Data Hub was enhanced with the addition of structured data elements and unstructured text data from documents that were previously not easily accessible. IEG also worked with ITS to replace outdated datasets accessible to the rest of WBG with new data sets from Data Hub. IEG worked with the IFC Data Access and Confidentiality Office and IFC IT teams to finalize a protocol for accessing IFC data and documentation for evaluations.

Adhering to the principle of data transparency, IEG collected over 12 portfolio data packages underlying major evaluations, to support both

data and code reproducibility. In addition, the quality assurance process for evaluations was modified to include portfolio data quality checks.

### Learning for and from IEG

The IEG Academy work program covers learning for IEG staff and is organized along five streams: (i) clinics and Brown Bag Lunches (BBLs) to offer short, practical sessions on specific topics; (ii) IEG Learning Days, which offers a curated learning program to IEG staff focused on in-depth learning to strengthen core evaluation competencies and team work; (iii) onboarding for new staff; (iv) Learning Bundles, a new addition in FY24, which curate courses, job aids, and other resources relevant to IEG staff available through OLC; and (v) peer learning.

Along the five streams, the IEG Academy FY24 deliveries included:

- Ten IEG clinics on a wide range of topics relevant to staff, such as writing recommendations, Portfolio Review and Analysis (PRA), ChatGPT experiments, and IEG corporate approach to social media.
- The sixth annual Learning Days for IEG staff during Q3, delivering 20 synchronous courses (including three from the FoED curriculum), and five peer talks across six days, leveraging collaborations with at least 11 WBG teams, multiple external vendors, and many IEG colleagues to design and deliver the sessions.
- 29 new IEG staff onboarded, including the DGE, one director, and three managers.
- Six learning Bundles were created in OLC covering themes on writing, DEI, data science, evaluation methods, and WBG operations, and project management.
- Co-delivery of the Foundations of Evaluation Design program (mentioned above in section 1.F).

## Knowledge Management

Enhanced Knowledge Management initiatives ensure that essential IEG data, lessons and findings are delivered at the right time to the right internal audiences. IEG conducts quarterly focus groups with WBG operations staff to help shape the understanding of the knowledge needs of this audience. This engagement has enabled IEG to deliver a range of knowledge sharing products, including personalized resource emails with relevant IEG evidence and findings curated for senior WBG leaders upon appointment. Additionally, outreach to practice groups and regions have resulted in knowledge sharing sessions at the Water Global Practice onboarding and the COS Forum in the Latin America and Caribbean region, among others.

The Learning from IEG program expanded in FY24 with a new “What Have We Learned 30-minute” series that reached over 700 WBG staff.

## Outreach, Communications, and Uptake

In FY24, IEG focused on expanding its outreach and communications work to new audiences. This was achieved through leveraging major external and internal events (such as the IEG@50, see box 4), and dissemination missions of evaluations. Both maturing products and new ones, such as the podcast and the recently launched What Have We Learned 30-minute talks, were used in combination to engage the range of IEG stakeholders.

For instance, to leverage the global focus on climate during COP 28, a campaign was launched that included a [blog](#), [podcast](#), newsletter and a social media strategy. The primary focus of the campaign was the recently disclosed evaluation of World Bank Group support for private sector climate action.

Dissemination missions for the Morocco, Mozambique, and Kyrgyz Republic Country Program Evaluations allowed IEG to reach beyond WBG stakeholders. Along with meetings with country office staff, each

mission included sessions with development partners, government counterparts and civil society. In Mozambique and Morocco, IEG partnered with independent institutions to host broad based discussions on the World Bank Group partnership and how the lessons from the Country Program Evaluations might inform its future direction.

## D. IEG Involvement in Microproduct Reform

During FY24, IEG has engaged with WBG Management on the ongoing reforms of the ICR (IBRD/IDA) and XPSR/AIMM (IFC). With the aim to enhance operational efficiency and effectiveness (OpsEE), IEG’s contributions to the reform dialogue have consisted of the following:

**XPSR:** In response to the recommendations from the micro product review undertaken by IEG in FY21 and the External Review of IEG (mentioned above), IFC management and IEG have engaged in discussions with IFC colleagues to enhance the value of self-evaluation activities of investment projects with particular emphasis on promoting learning and alignment with the Anticipated Impact Measurement and Monitoring (AIMM) framework. A joint IFC/IEG working group is developing a proposal to replace the current model for the self-evaluation by IFC through its Expanded Project Supervision Report (XPSR), and IEG’s related independent XPSR evaluation note. The proposal is to replace the XPSR/EvNote model by a Self-Evaluation Product (SEP) and a Learning Product (LP). To improve efficiency, aspects of the SEP preparation can be automated by pulling data from existing data systems (e.g. from AIMM). This is complemented by additional narratives/assessments. During the course of engagement with IFC, IEG has developed a set of minimum requirements for the evolution of the XPSR, including:

- 100% coverage of investment projects with SEP; 100% verification by IEG.
- Potential inclusion of dimensions “investment outcome” and “work quality” in SEP.
- Extensive piloting of SEP.
- Establish governance of SEP and LP system.

**ICR:** As part of the IBRD/IDA push for streamlining of documentation, IEG and OPCS have formed a technical working group which meets weekly to discuss changes to the ICR framework (IPF and PforR). Main discussion areas include: (i) the simplification of the ICR template; (ii) the development of a modular ICR. Regarding the latter, it is being explored to what extent IEG’s ICRR portal (with templates and automation) can provide a useful model for the ICR reform process. The joint technical working group has circulated a concept note to OPCS and World Bank GPs and Regions for review.

### E. IEG Stakeholder Survey 2024

The results of the 2024 IEG Stakeholder survey indicated continued positive perceptions of the quality of IEG reports, the alignment of IEG with WBG strategic priorities and influence on its activities, albeit with some mixed results from Board respondents. The percentage of positive Board perceptions of alignment and influence dipped slightly compared with 2023 results. The percentage of positive perceptions among WBG staff was consistent with 2023 survey results, but lower for perceptions of influence. The percentage of positive responses for both alignment and influence climbed higher for external respondents (see Figure 3).

Overall, the positive perception of the quality of IEG reports remained above 75% for all groups of respondents, with some fluctuations among the specific components of the evaluation quality category.

Compared with 2023 survey results (Figure 4), there were increases in positive perceptions of ‘relevance’, ‘objective analysis’, ‘ease of understanding’, and ‘process of engagement’ for Board respondents, but decreases in positive perceptions of ‘link of evidence to conclusions’ and ‘timeliness’. Among WBG staff respondents, there were positive perceptions of all categories of evaluation quality, with notable increases in perceptions of ‘inclusion of relevant information’, ‘objective analysis’ and ‘link of evidence to conclusions.’ For external respondents there was an increase in positive perceptions for all categories.

### IEG 2024 Stakeholder Survey Respondents

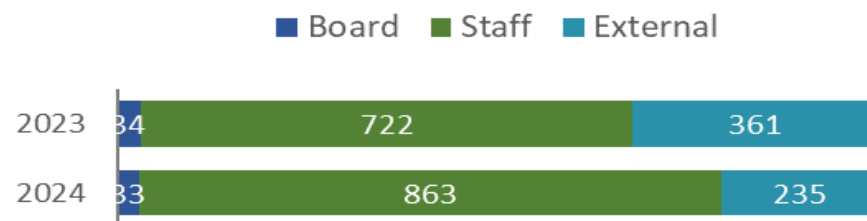
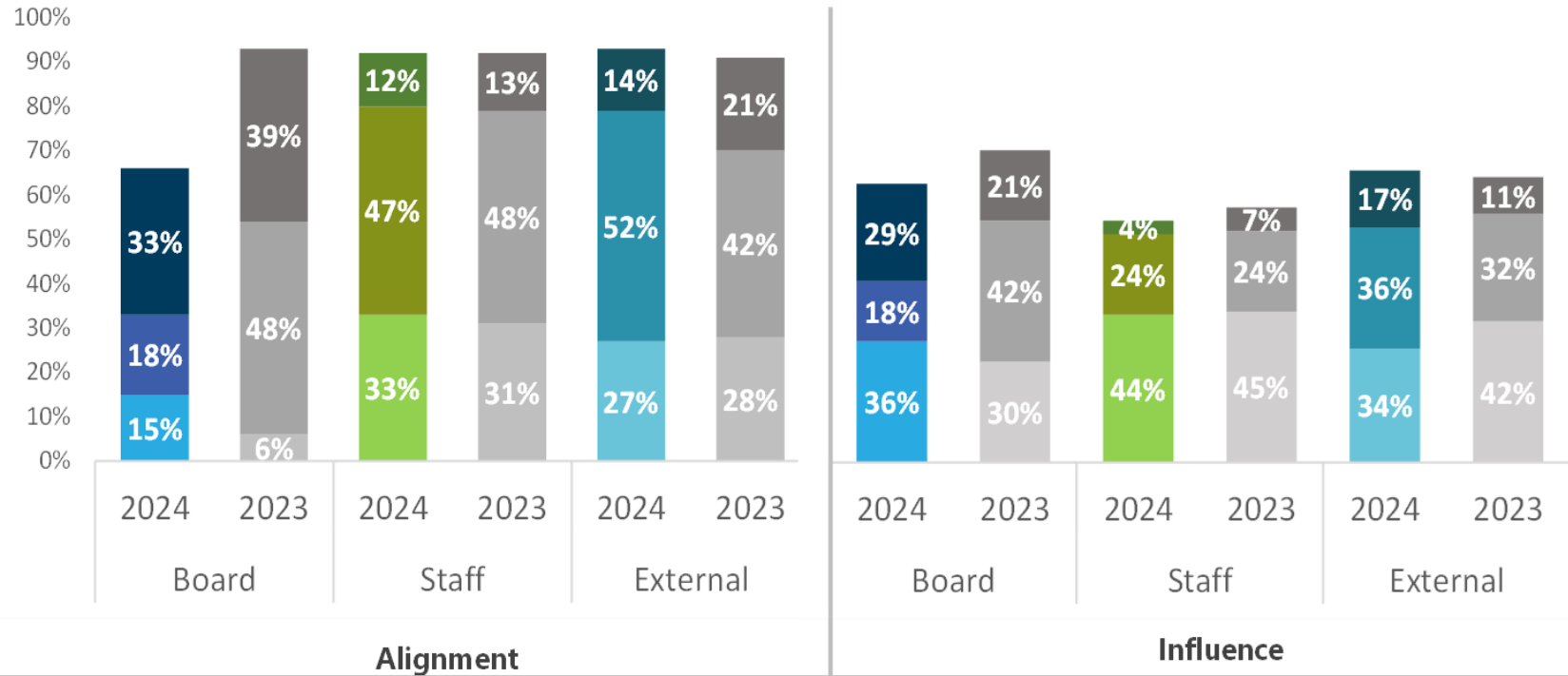




Figure 3: IEG Stakeholder Survey results 2024: Alignment with WBG Goals and Influence on WBG Activities

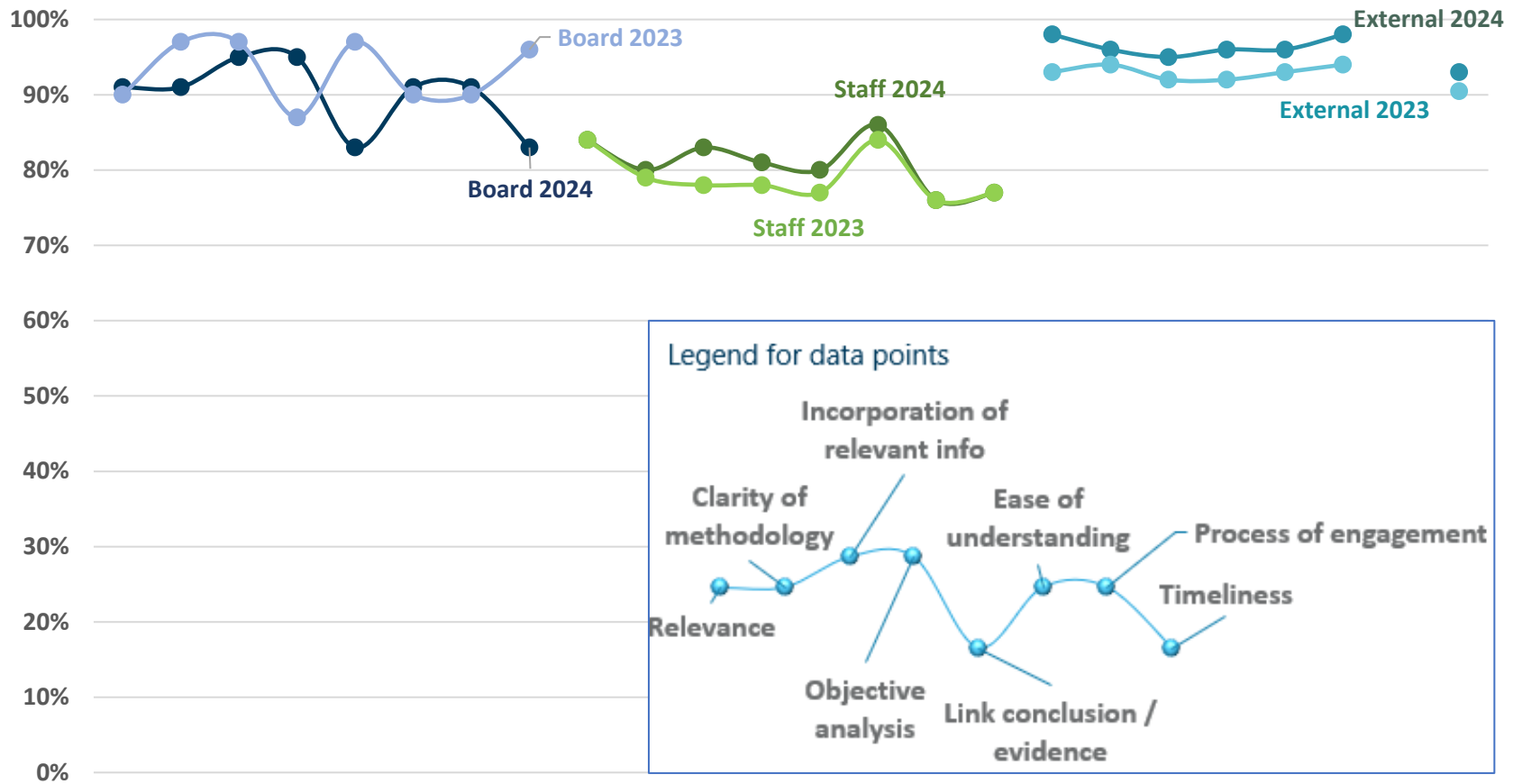
(% positive responses, 2023 results in grey)



- Board - A great deal
  Staff - A great deal
  External - A great deal
- Board - Very much
  Staff - Very much
  External - Very much
- Board - Some extent
  Staff - Some extent
  External - Some extent

Figure 4: IEG Stakeholder Survey results 2024: Perception of Evaluation Quality

(% positive responses, compare with 2023 results in lighter shade)



## F. The Global Evaluation Initiative

IEG has concentrated its evaluation capacity development (ECD) work in the [Global Evaluation Initiative \(GEI\) network](#), which promotes and improves the use of evidence in decision-making, by strengthening national monitoring and evaluation (M&E) systems in developing countries. The GEI achieves this through its three interlinked strategic approaches to i) establish and maintain country partnerships; ii) deliver and support M&E trainings and professional development activities; and iii) promote M&E and create, curate, and adapt relevant M&E knowledge for a global audience. GEI's focus is on supporting and developing solutions that are country-owned and aligned with local needs, goals, and perspectives. See Figure 5 for some data on GEI achievements since its inception in 2021.

As of April 2024, the GEI network comprises 13 donor organizations, over 20 associate partners, the GEI Global Team, and 8 implementing partners.<sup>6</sup> In addition, GEI hosts and manages the globally renowned M&E knowledge platforms [BetterEvaluation.org](#) (more than 2 million visits per year), and [gLOCAL Evaluation Week](#) – one of the biggest M&E knowledge exchange events in the world. The event's fifth edition will take place in June 2024.

Through April 2024, donors have generously contributed US\$18.1 million to GEI. In the same period, IEG has provided US\$11.5 million. Eight 3-year grants have been issued to GEI's implementing partners since the inception of the GEI program in 2021, worth approximately US\$11.2 million. In addition, the GEI Global Team supports work programs in regions not yet covered by implementing partners on the ground (for example the Caribbean and the Pacific). An additional US\$3.1 million is expected to be disbursed during FY25.

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<sup>6</sup> GEI implementing partners: The six Centers for Learning on Evaluation and Results (CLEAR) (covering South Asia, Anglophone Africa, Francophone Africa, Brazil and Lusophone Africa, Pakistan and Central Asia and Latin

## GEI Country Programs

The GEI global team has been actively working with its implementing partners to update their country program strategies, based on recommendations received from the GEI Partnership Council in November 2023. The CLEAR centers have reworked the action plans for 16 country programs, adopting a more systemic, comprehensive, and long-term approach to strengthen country M&E systems. The country strategies aim to promote stronger synergies across GEI's business lines and grant-financed activities. The country programs demonstrate the importance to work across partnerships, diagnostics, trainings, advisory and knowledge services to generate change in M&E systems at the country level.

## GEI Training and Professional Development

In FY24, the [IPDET](#) offered its flagship on-site and online programs along with additional community building and global outreach activities. The on-site program took place in July 2023 in Bern, Switzerland and included the core course on evaluation fundamentals alongside 11 specialized workshops. A total of 171 participants from 63 countries attended. The online program ran from September 2023 to November 2023, delivering four workshops. The IPDET evaluation report for 2023 is available [here](#).

ENAP continued its delivery of trainings in francophone Africa and MENA, through the [PIFED](#) program in French and [TAQYEEM](#) – the first international evaluation program in Arabic.

GEI convenes its Working Group on Training and Professional Development (WGTPD), comprising GEI experts, on a quarterly basis. The group brings together the GEI network to share knowledge and

America and the Caribbean), the International Program for Development Effectiveness Training (IPDET), and École nationale d'administration publique (ENAP).

coordinate training and professional development activities. The WGTPD task team is developing a competency framework to guide evaluators in their career pathways, learning, and development needs. It will also support training and professional development providers in curriculum development.

GEI's global team collaborates with experts to develop an online course entitled "Fundamentals of an Effective National Evaluation System" in response to the growing demand from developing countries to better understand the critical components of M&E systems and how M&E fits the policy cycle. This introductory course will cater to government decision-makers and M&E practitioners.

### GEI Knowledge

GEI is invested in disseminating M&E knowledge. Collaborative efforts include global webinars in partnership with esteemed organizations such as the OECD, the World Bank IEG, and UNDP Independent Evaluation Office, alongside regional events in conjunction with CLEAR Centers, the African Evaluation Association (AfrEA), EvalYouth, among others.

GEI's knowledge platform, [BetterEvaluation](#), consistently expands its content offerings. For example, method pages have been updated to enhance user experience, and the online community continues to offer a steady flow of high-quality resources. In FY24, the [Strengthening National M&E Systems framework](#) was added to the digital library with hundreds of new resources tailored for M&E practitioners and government officials. In addition, 28 [new resources](#) were published on the platform, covering a wide range of topics, including [Critical Systems Heuristics](#), [participatory evaluation](#) and [capacity strengthening in healthcare settings](#). A key highlight included a four-part video series on [monitoring and evaluation in climate action](#) created by GEI, the CLEAR centers and the Climate Investment Fund's (CIF) Evaluation and Learning Initiative.

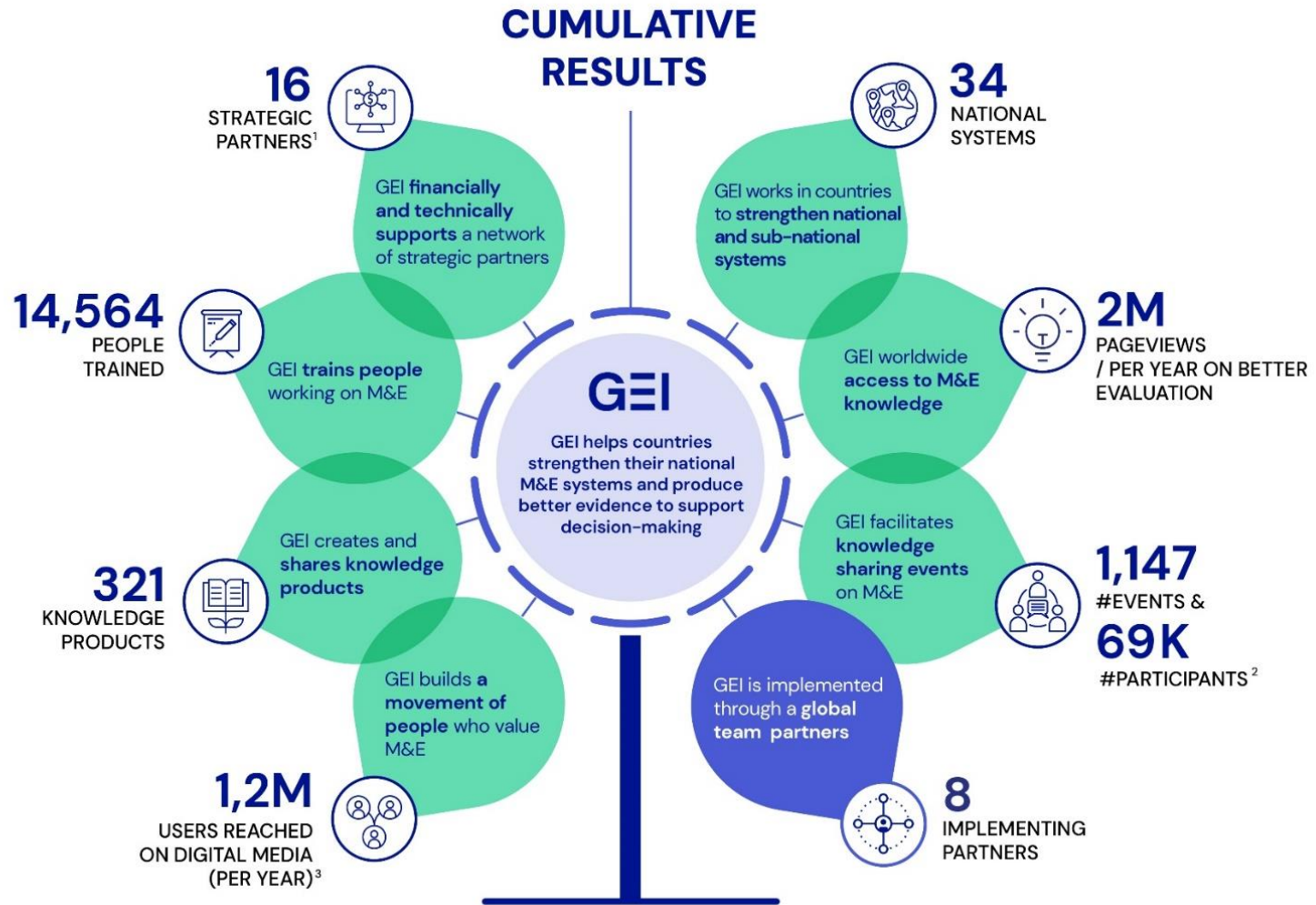
GEI continues to improve and expand its communication products to share knowledge about its work and to enhance global awareness. Products include podcasts, stories of change, blogs, annual report, that are disseminated through our social media platforms, websites, and newsletters. In addition, the GEI global team provides support to implementing partners in the development and maintenance of their individual social media platforms and websites.

### GEI in FY25 and beyond

Going forward into FY25, GEI will focus its efforts several areas:

- **GEI Trust Fund extension and replenishment:** The growing demand for GEI support to strengthening M&E capacities in developing countries requires long-term and deep engagement. To this end, the GEI global team has designed a resource mobilization strategy and is working to extend the multi-donor trust fund for an additional 10 years beyond the trust fund's current closing date of December 2025.
- **Engagement with World Bank Units:** Following the successful relationship with the CIF, GEI is discussing with the two Africa Vice Presidencies and Operations Policy and Country Support (OPCS) about further collaboration.
- **Expansion into New Regions:** The GEI global team is working with the Government of Saudi Arabia to conduct a feasibility study to establish a new CLEAR Center in the Middle East and Northern Africa (MENA) region.
- **GEI Program Evaluation:** An evaluation of the first years of the GEI program will be conducted in FY25. GEI has proposed a comprehensive evaluation strategy to assess different aspects of the GEI's work. The first part of the strategy will include a case-based assessment of GEI's impact on M&E capacity, a survey to evaluate training effectiveness, and an online analytical assessment of GEI's knowledge work and events. The second part of the strategy will involve a comprehensive external evaluation.

Figure 5: GEI Cumulative Results since Inception in 2021



NOTES:

<sup>1</sup> GEI strategic partners are: ALNAP, AFREA, CARICOM, CLEAR Centers, ENAP, EvalYouth, Footprint Evaluation, IPDET, IOCE, NEC, Twende Mbele.

<sup>2</sup> Includes: gLOCAL 2021-23 - 1,019 events / 60K participants; CLEAR Centers - 144 events / 4,320 participants; Global Team - 18 events / 5,400 participants.

<sup>3</sup> This includes all social media channels (GEI network), as reported in 2023.

# 3. HUMAN RESOURCES AND BUDGET

## A. Human Resources

IEG has kept its staffing levels stable, with minimal change since 2018 (Figure 6). As of March 31, 2024, IEG had 107 full-time staff, compared with 109 in 2018. Between 2018 and 2024, IEG has lowered the ratio of GH-level staff from 18% to 13%, and the ratio of GH+ staff from 22% to 17%.

IEG has maintained its focus on gender balance and the need for increased diversity in its work force. IEG currently has more women than men at all levels, including at the manager level (Figure 7). These numbers reflect the progress from efforts over the past 5 years, which include annual leadership team reviews of strategic staffing, participation in WB talent mobility exercises, and proactive support to staff career management, including through identifying opportunities for developmental assignments and cross support.

Through enhanced recruitment efforts, such as the Voice Secondment Program, IEG makes efforts to increase the diversity in its staff nationalities (Figure 8). Furthermore, following findings of the FY23 External Review, IEG has established a database of its evaluation peer reviewers to inform future decisions with diversity and inclusion efforts to intensify.

- A. Human Resources
- B. IEG Budget
- C. Fiduciary Control

Figure 6: IEG Staff Count and GH ratio (2018-2024)

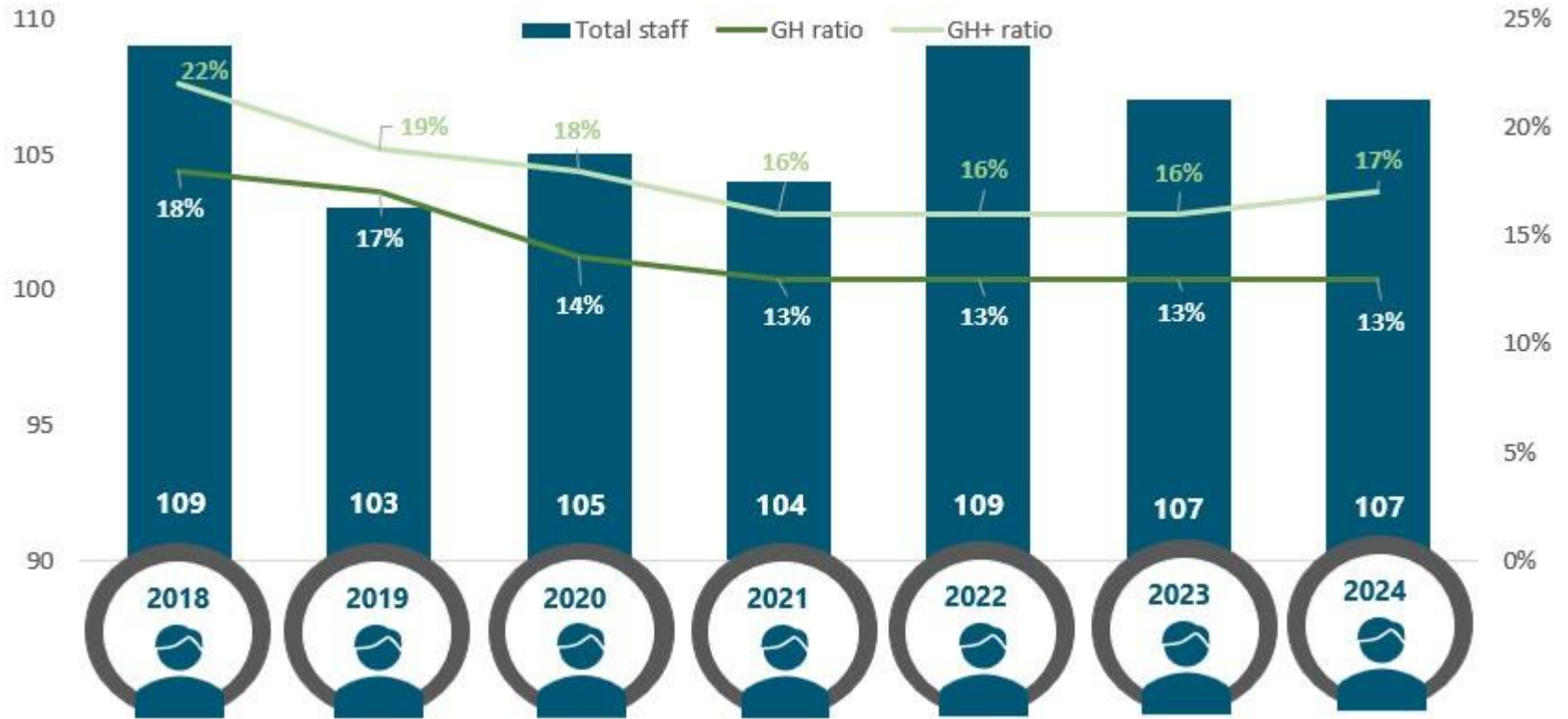


Figure 7: WBG Gender Data Dashboard (May, 2024), Active Staff Only  
(Does not include IEG staff mapped to IFC/MIGA, and excludes Special Appointments, AMC Direct Hires, and Consultants)

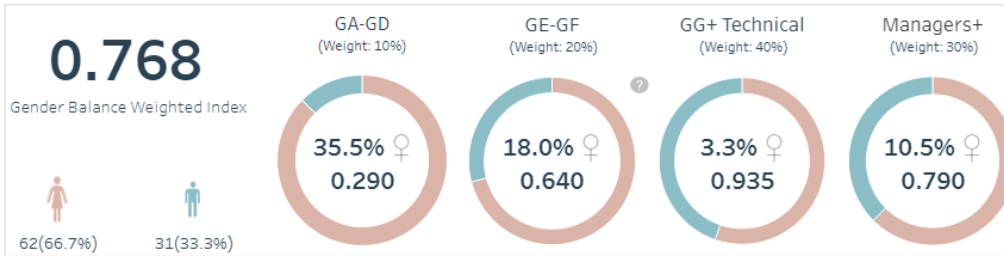
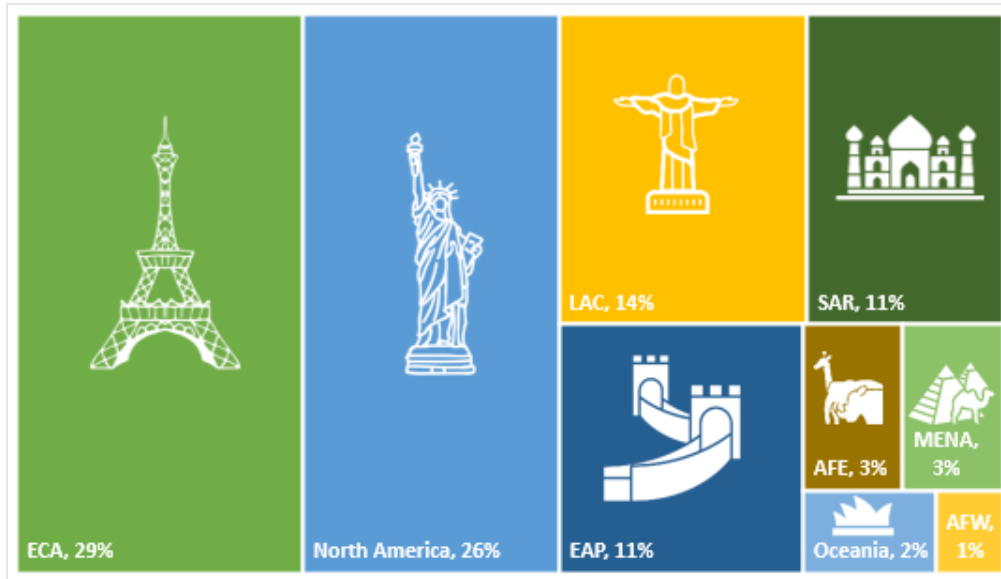


Figure 8: IEG Staff Nationality Grouping (March 2024)

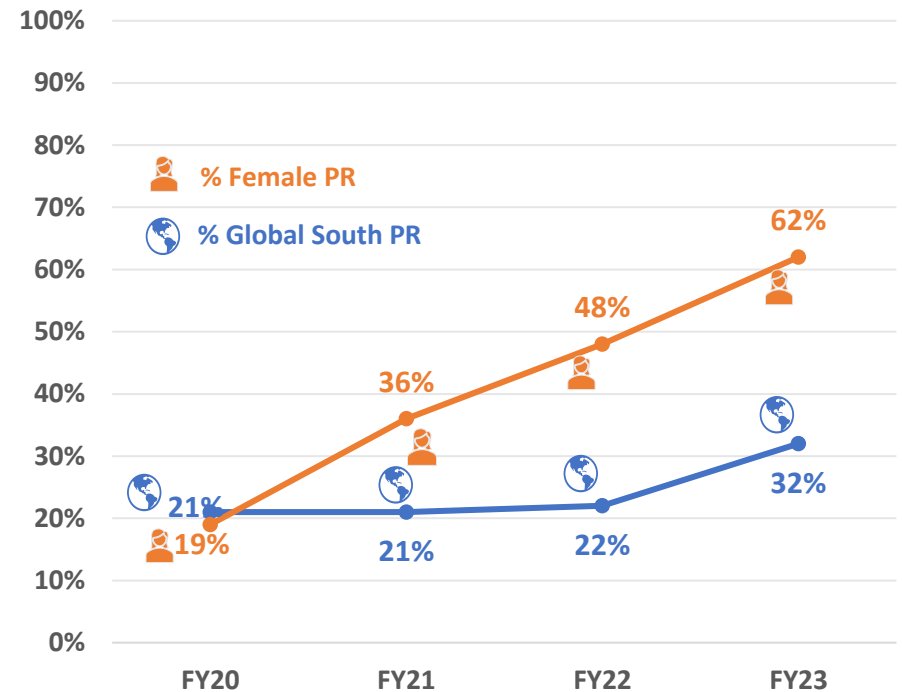


## IEG Peer Reviewer Diversity

The FY23 External Review of IEG noted “the value and critical importance of engaging and involving local evaluation practitioners and professionals in IEG’s work”. It also requested IEG to track the use of evaluators from the Global South. In response, IEG has developed a database of peer reviewers (PRs) used in evaluations, to monitor certain dimensions of diversity over the years.

IEG is making progress on engaging with a more diverse set of external peer reviewers on evaluations. Between FY20-23, the share of female peer reviewers increased steadily to 62%, while the share of peer reviewers from the Global South increased from 21% in FY20, to 32% in FY23 (Figure 9).

Figure 9: IEG Peer Reviewers Trend – Female PRs and Global South PRs (as shares of all (FY20-23))





## B. IEG Budget

In February 2024, IEG proposed a \$44.4m budget for FY25, which included a 4.1% inflation price factor consistent with the proposed IBRD/HQ's structural increase and a real increase of \$1.3 million. The FY25 budget was approved by the Board of Directors in March 2024, and will enable IEG to recruit staff to better align with the WBG's new strategic directions; specifically, IEG will recruit one GH and one GF staff for work on Digital Development, and an additional GH staff to work on climate issues.

IEG will also hire additional data scientists and analysts to stay on the cutting edge on methodological techniques. Through efficiencies from increased use of data science tools, IEG expects to be able to reduce its STC cohort and reallocate resources towards recruitment of two data scientists and four analysts in FY25-26, while staying within the approved budget. Adding analysts will improve continuity across evaluations and allows IEG to retain acquired methodological knowledge and experience over time. In addition, IEG is using more local consultants to reduce the costs of mission travel when field work is needed – IEG has gone from 7% local consultants in FY21 to 14% in FY24. IEG's travel policy encourages teams to conduct virtual missions, and use technology such as geospatial data, when possible as a substitute for some field missions, to reduce both costs and IEG's carbon footprint.

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

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

<i>(in nominal dollars)</i>	FY20 Budget \$'m	FY21 * Budget \$'m	FY22 Budget \$'m	FY23 Budget \$'m	FY24 Budget \$'m	FY25 Plan \$'m	FY26 ** Indicative \$'m	FY27 ** Indicative \$'m
WB	30.2	28.6	29.0	30.5	32.0	34.2	36.8	39.6
IFC	7.9	8.0	8.1	8.5	8.8	9.5	10.2	10.9
MIGA	0.7	0.7	0.7	0.7	0.8	0.8	0.9	1.0
<b>Total IEG</b>	<b>38.7</b>	<b>37.3</b>	<b>37.8</b>	<b>39.6</b>	<b>41.6</b>	<b>44.4</b>	<b>47.8</b>	<b>51.4</b>
* Budget has not be adjusted for funds returned to WBG								
** Potential adjustment to FY26 and FY27 indicative budget after completion of external process reviews								
<b>Contribution as % of IEG Funding (includes in-kind space contribution by IBRD)</b>								
WB	78%	78%	78%	78%	78%	78%	78%	78%
IFC	20%	20%	20%	20%	20%	20%	20%	20%
MIGA	2%	2%	2%	2%	2%	2%	2%	2%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Table 4: IEG Expenditure Trends by Expense Category (BB only) FY20-26

<i>(in nominal dollars)</i>	FY20 Actuals \$'m	FY21 Actuals \$'m	FY22 Actuals \$'m	FY23 Actuals \$'m	FY24 Budget \$'m	FY25 Plan \$'m	FY26 Indicative \$'m	FY27 Indicative \$'m
<b>Fixed Costs</b>								
Staff Salaries	14.6	14.7	15.2	17.0	17.4	20.3	21.9	23.2
Staff Benefits	10.2	10.9	11.3	11.8	12.4	14.2	15.3	16.2
Communications and IT	1.3	0.8	0.7	0.6	0.7	0.6	0.6	0.7
Equipment and Buildings	1.3	0.2	0.2	0.2	0.2	0.1	0.1	0.1
<b>Total Fixed Costs</b>	<b>27.4</b>	<b>26.7</b>	<b>27.4</b>	<b>29.6</b>	<b>30.7</b>	<b>35.2</b>	<b>38.0</b>	<b>40.3</b>
<b>Variable Costs</b>								
ETC/T	0.7	0.8	1.2	1.0	0.9	0.9	0.9	1.1
Consultants and Temps	6.5	6.8	6.9	7.7	7.8	6.6	6.9	7.5
Travel Costs	1.3	0.0	0.2	0.7	1.4	1.1	1.3	1.5
Contractual Services	1.5	2.2	0.9	0.5	0.6	0.5	0.5	0.6
Representation and Hospitality	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Expenses	0.3	0.2	0.1	0.2	0.2	0.2	0.2	0.3
<b>Total Variable Costs</b>	<b>10.4</b>	<b>9.9</b>	<b>9.3</b>	<b>10.1</b>	<b>10.9</b>	<b>9.2</b>	<b>9.9</b>	<b>11.1</b>
<b>Total Expenses</b>	<b>37.9</b>	<b>36.6</b>	<b>36.7</b>	<b>39.7</b>	<b>41.6</b>	<b>44.4</b>	<b>47.8</b>	<b>51.4</b>

Table 5: IEG Summary of Uses as % of Spend Against Budget (BB only) FY20-26

	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Actuals	FY24 Budget	FY25 Plan	FY26 Indicative	FY27 Indicative
Major Evaluations	21	20	20	22	19	22	22	22
EINs, JITs	2	3	2	2	2	2	2	2
RAPs	2	2	3	2	2	3	3	3
CPEs	4	5	7	4	7	6	6	6
<b>Major Work Program Sub-Total</b>	<b>29</b>	<b>29</b>	<b>32</b>	<b>30</b>	<b>31</b>	<b>33</b>	<b>33</b>	<b>33</b>
PPAR and Validation Tasks	20	18	14	16	20	16	16	16
Learning and Knowledge Services	8	10	9	8	9	9	9	9
Learning Engagements	2	2	1	0	0	1	1	1
ECD/GEI	5	9	9	10	3	6	6	6
Methods Advisory Function	3	3	3	2	2	4	4	4
Other Process Tasks	2	2	3	6	8	4	4	4
<b>Work Program Total</b>	<b>68</b>	<b>73</b>	<b>70</b>	<b>72</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>73</b>
Learning	4	3	3	3	4	3	3	3
Sustaining	19	20	20	16	16	20	20	20
Indirect Costs	7	2	3	9	6	4	4	4
<b>Total All</b>	<b>98</b>	<b>97</b>	<b>97</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

### C. Fiduciary Control

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

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

# Annex A: Proposed Evaluations by Work Streams



## Planet

The WBG is committed to help its client countries meet the goals of the Paris Agreement. Climate change is a priority corporate goal for the WBG, as laid out in the capital increase package and IDA special theme. Similarly, promoting environmentally sound development is a central part of the capital package, and achieving the twin goals in a sustainable manner.



- Disaster Risk Reduction
- Energy Efficiency
- Private sector in Climate Action
- Blue Economy
- Biodiversity
- Water Resource Management 1
- Food Security

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

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



WBG Global Challenge Programs:

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

IDA 20 Special Themes: Climate Change

IFC 3.0: Cross Sector Impacts: Climate Action

	<b>Biodiversity (FY25)</b>	<b>Water Resource Management 1 (FY26)</b>	<b>Food Security (FY26)</b>
<b>Strategic Relevance</b>	Biodiversity underpins the provision of critical ecosystem services, but it is being lost at an unprecedented rate and scale, with far-reaching implications for economies, food security, and human welfare.	Water is an essential resource for people and economies, but water resources are stressed, due to rapidly increasing demand, unsustainable use, and pollution. Variability of water resources is also rising, driven by poor management of watersheds, water resources, and climate change. The world is off track to achieve its water resource management goals under SDG 6.5.1.	The world is moving backward in its efforts to end hunger, food insecurity, and malnutrition, and reaching the SDGs by 2030 is becoming more challenging each year. In response, the WB has committed US\$50 billion to tackle the food and nutrition security crisis, increasing its 2022 commitment of US\$30 billion. Additionally, WBG's GCP aims to accelerate a transformation of the long-term food and nutrition system and enhancing crisis response systems.
<b>Key Issues</b>	This evaluation will examine the relevance and effectiveness of WBG activities in conservation landscapes (such as protected areas), production landscapes (such as agriculture and agribusiness, afforestation and reforestation, forest management, fisheries management, and other landscapes and seascapes), and in safeguarding biodiversity in its investments which might have adverse impacts. The evaluation will assess if conservation interventions incorporate good practice and the Bank's institutional advantages, what works to encourage adoption of biodiversity-improving practices by WBG teams, clients, and resource users, and how well safeguarding mechanisms are implemented.	This evaluation will assess the World Bank's efforts to improve water resource management (WRM) to ensure that resources are adequate for water services. The evaluation will cover water resource infrastructure (e.g. for water storage and flow controls), institutions (e.g. for transboundary water), policy (e.g. water pricing and management of water extraction and discharge), information (e.g. decision support systems), and water resource-related land use changes (e.g. watershed management). The evaluation will assess if the World Bank has targeted countries with the highest WRM needs, what has worked to influence clients to undertake integrated WRM, the effectiveness of WRM interventions, and the extent to which policy and institutional changes have led to tangible improvements in water resources.	This evaluation will assess the multidimensional nature of the WBG's efforts to respond to food insecurity. The intention is to cover the four key elements of food security: (i) the availability of food via food production and imports (including improved domestic production and access to markets), (ii) physical and/or economic access to food by households (including the range of ways variability is stabilized), (iii) utilization of adequate food via nutrition training, health services, clean water, sanitation services, etc. (iv) stability, i.e. building resilience to cope with economic, social and/or climate related shocks so that there is continuous food security (including both short and long term mitigation approaches to shocks and seasonal variability). The WBG works on all these fronts and each pillar calls for specific actions.
<b>Scope</b>	WBG	IBRD/IDA	WBG



To meet its twin goals, the WBG recognizes that it must invest in developing human capital in client countries. This includes investing in peoples' knowledge, skills, and health to enable them to realize their potential as productive members of society. The WBG announced the Human Capital Project in 2017 and has made this an institutional priority.

SDG goals #: 2,3,4

Good Health, Quality Education, Zero Hunger



WBG Global Challenge Programs:

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

IDA 20 Special Theme:

Human Capital

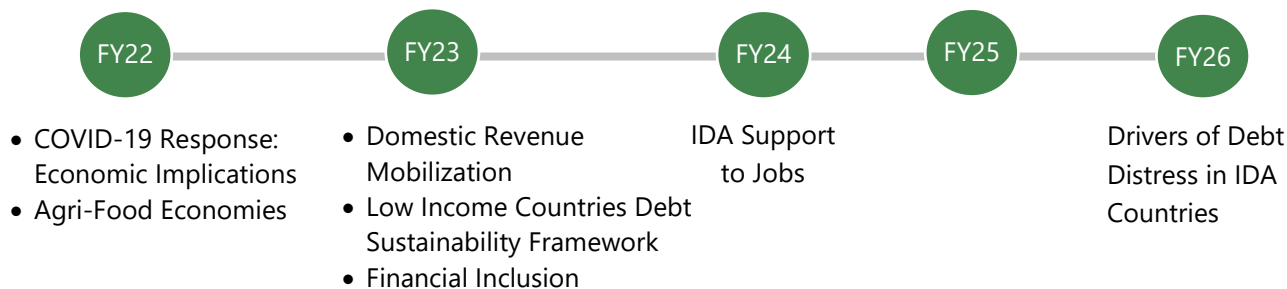
IFC 3.0:

Sector Impacts- Health and Education



	<b>Adaptive Social Protection (FY25)</b>	<b>Emergency Health Preparedness (FY26)</b>
<b>Strategic Relevance</b>	Interconnected and often devastating covariate shocks are a threat to human development affecting large numbers of people and/or communities at once. Poor households are particularly vulnerable as they lack adequate capacity to prepare, cope and adapt. Covariate shocks can also impoverish vulnerable households when their capacity to prepare, cope, and adapt is overwhelmed. Adaptive Social Protection aims to build resilience by helping poor and vulnerable households prepare for, adapt to and cope with shocks. It does so by protecting poor and vulnerable households' wellbeing and ensuring that they do not fall into poverty or become trapped in poverty due to the negative impacts of shocks.	Emergency health preparedness is integral to strengthening resilience in countries to reduce the risk of disease outbreaks leading to epidemics and potential pandemics and social and economic costs. Success requires cross-sectoral actions that include private sector and engage sectors beyond health (including agriculture, rural and urban development, and environment). One Health provides an integrated approach for public health and multisector health preparedness. WBG support emphasizes strengthening areas such as One Health networks and workforces, public health institutions, early warning systems, environmental health, animal health, and supply chains. The focus on emergency health preparedness and One Health increased following Avian influenza in 2006 and Ebola in 2015, though the scale up of this support has been challenging, with cycles of neglect following epidemics. Since COVID-19, the WBG has prioritized support to reduce risk of outbreaks and epidemics and in turn future pandemics. Key investments include large regional projects, advisory support and analytics, projects, trust funds, support to country partnership frameworks, technical partnerships, and the Pandemic Fund. The success of these efforts in supporting results is critical.
<b>Key Issues</b>	The evaluation will assess the World Bank support for social protection between fiscal years 2012 and 2022 with a twofold purpose: (i) assess whether the World Bank support for social protection has incorporated "adaptive" elements over time; and (ii) assess how effective has the World Bank been at helping client countries make their social protection systems more adaptive.	The evaluation will assess how well the WBG is supporting emergency health preparedness, emphasizing One Health. The evaluation will look at the relevance of the WBG's support, and the extent that the support is effective. Relevance will consider how well the WBG's support is focusing on countries' needs, adopting a One Health approach, leveraging partnerships, and building on lessons learned on what works. The assessment of the effectiveness of the support will consider the extent that past support has achieved outcomes to sustainably strengthen preparedness in countries, and that the WBG's current support is supporting pathways to achieving preparedness outcomes (including technology, institutional strengthening, multi-level engagement, data and knowledge, and people investments)?
<b>Scope</b>	IBRD/IDA	IBRD/IDA, IFC

The WBG’s mission is more urgent than ever as extreme poverty remains at over 700 million people and income growth is insufficient to achieve shared prosperity. Among its priorities, the WBG must work towards fostering growth and creating jobs. The IDA 18 and 19 replenishments have also adopted Jobs and Economic Growth as special themes.



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

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

IDA 20 Special Themes:

Jobs & Economic Transformation

IDA 20 Cross-cutting Theme:

Governance & Institutions

IFC 3.0:

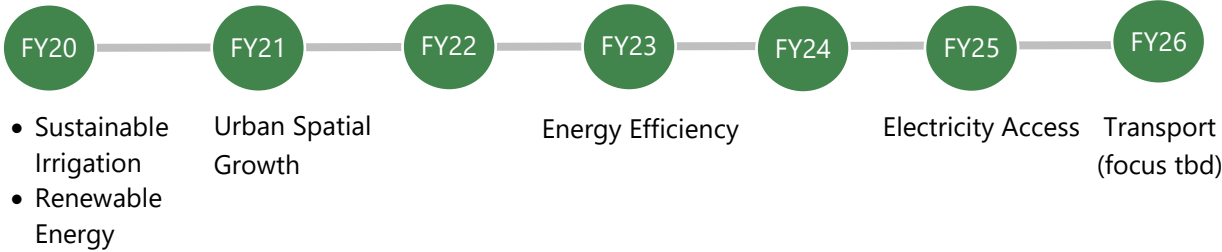
Cross Sector Impacts: Employment Creation & Economic Growth



<b>Drivers of Debt Distress in IDA Countries (FY26)</b>	
Strategic Relevance	Over the past decade, the share of countries eligible for International Development Association (IDA) support countries that are either at high risk or in debt distress has more than doubled, from less than 25% to over 50%. Concerns over intensifying regarding persistent debt vulnerabilities, as public debt in IDA countries has surged from 38% of GDP in 2010 to 55% in 2022 and IDA countries collectively dedicate 7.5 percent of their GDP to servicing debt. This significant rise in debt levels can be attributed to several factors: inadequate domestic resource mobilization, frequent shocks related to conflicts, trade & investment fragmentation and adverse impacts of climate change. Debt increase is also linked to low quality of public spending that fails to stimulate sufficient economic growth to help countries grow out of debt. Additionally, IDA countries are borrowing from increasingly diverse and non-concessional sources, and ongoing institutional deficiencies in debt management are presenting severe challenges to debt sustainability.
Key Issues	<p>The focus area of Prosperity under IDA21 emphasizes the importance of tackling debt sustainability and enhancing domestic resource mobilization. It provides supports for debt sustainability and transparency to all IDA countries that are either at high risk or already in debt distress through a combination of technical assistance, knowledge sharing, and financial interventions.</p> <p>This evaluation assesses the ways in which the World Bank Group (WBG) aids IDA countries in confronting the root causes of debt distress. The objectives are (i) to extract lessons from the WBG’s response to the drivers of debt distress, including how it adjusted its assistance to prevent further deterioration of debt vulnerabilities in IDA countries, and (ii) to pinpoint WBG engagement strategies that have been effective in helping IDA countries better manage and mitigate their debt.</p> <p>This evaluation will build upon previous evaluations and incorporate a case study methodology to evaluate the World Bank’s engagement in IDA countries and their responses to the drivers of debt distress. It will cover countries in various categories of debt distress risk, including those with financial market access, those impacted by climate risks, and those with increasing fragility, to assess the WBG engagement strategies, its adaptation of support, and its impact on reducing or managing debt distress risks.</p>
Scope	IBRD/IDA

# Infrastructure

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



SDG goals #6, 7, 9, 11:

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

WBG Global Challenge Programs:

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

IFC 3.0

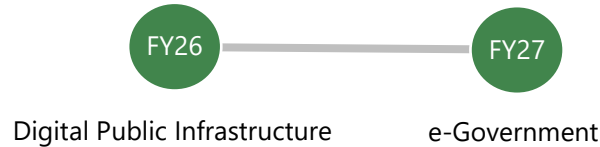
Sector Impacts: Infrastructure



	Electricity Access (FY25)	Transport (FY26)
Strategic Relevance	Electricity access enables transformative progress in human welfare, quality of life, and economic development. An estimated 675 million people worldwide are without electricity access. Of these, 4 out of 5 people are in sub-Saharan Africa. Delay in providing electricity to those without access amounts to depriving another generation of the benefits of modern services, especially for education and health.	Transportation is a crucial enabler of economic development, providing people access to markets, employment, education, and health services. In addition to these development benefits, improving transport systems by making them cleaner, safer, more inclusive, and more resilient accelerates climate action locally and globally. But despite transport's relevance to major development objectives, significant gaps remain that hinder progress and the positive impact that better transportation can have on poverty reduction, economic growth, and climate goals. Developing country governments, city governments, multilateral development banks, and the private sector must all work together to advance more sustainable transport solutions in the developing world.
Key Issues	The evaluation will cover lending, investment, advisory, guarantees, technical assistance, knowledge products, intra-WBG collaboration, and external partnerships directed towards scaling up electricity access over the 2015-2024 period. The focus is on the WBG's support for client countries with low electricity access to rapidly scale up affordable, reliable, and sustainable electricity service to those that are currently without access, in moving towards the SDG 7 goal of achieving universal energy access by 2030. The evaluations will also examine the lessons learnt from applying the recommendations from the 2015 IEG evaluation of the WBG's support for electricity access which covered the 2000-2014 period.	This evaluation will assess how well the World Bank Group is doing in helping clients to modernize their transport systems, including through policy reforms that support the investment climate and digitalization to increase efficiency. Relatedly, the evaluation will investigate how the WBG is helping clients to harness technology and data to support sustainable transport system change, develop efficient and safe multi-modal approaches, and look at how integrated transport systems are accessible by all users. To address these issues, the evaluation will also ask how well the World Bank Group is doing in enabling private sector investment to bridge the transport infrastructure financing gap.
Scope	WBG	WBG

# Digital Transformation

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



SDG goals #9:

Industry Innovation and Infrastructure  
WBG Global Challenge Programs:

Accelerating Digitalization

IDA 20 Cross-cutting Theme:

Technology



<b>Digital Public Infrastructure (FY26)</b>	
Strategic Relevance	The World Bank Group aims to maximize the benefits of digitalization for all, while mitigating the risks through a framework that supports sustainable, resilient, and inclusive development. To achieve this aim, the World Bank Group must navigate known challenges that are set to intensify in the future on cyber security, the incorporation of green tech, and shifts in economic production as a result of AI and robotics.
Key Issues	IEG will evaluate World Bank Group initiatives from the perspective of these issues to understand how well it’s adapting on its focus areas on quality broadband and data hosting, inclusive and safe data platforms and select high impact digital services. IEG will apply the full range of its products in evaluating Digital Development financing, knowledge, advisory and convening to assess how well the WBG has leveraged its role as a development organization to ensure digital development is inclusive and supports sustainable growth while mitigating risks in a fast-moving field. This will necessitate an assessment of the WBG’s contribution to identifying and managing digital safeguards, investigating the WBG’s Digital Development approach in supporting a livable planet, and it will ask how inclusive the Digital Development approaches and results have been.
Scope	WBG





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

SDG goal #5:

Gender Equality



WBG Cross-cutting theme:

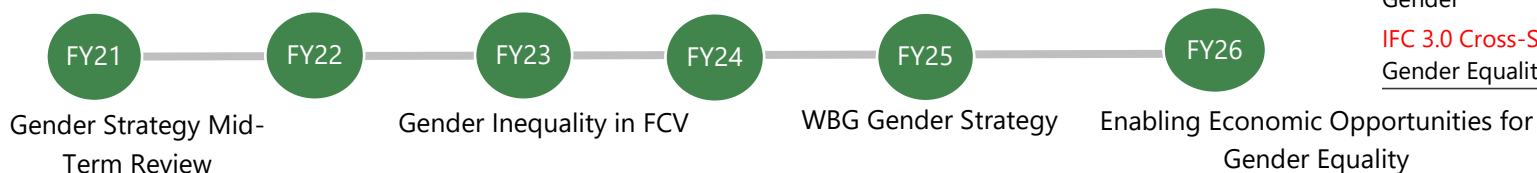
Gender

IDA 20 Special Theme:

Gender

IFC 3.0 Cross-Sector Impacts:

Gender Equality



	<b>Gender Strategy: World Bank and IFC Engagement for Gender Equality (FY25)</b>	<b>Enabling Economic Opportunities for Gender Equality (FY26)</b>
<b>Strategic Relevance</b>	As the new WBG Gender Strategy 2024-2030 will be launched in 2024, following the recently closed WBG Gender Strategy FY16-FY23, IEG will provide an assessment of the results achieved by the institution in the context of the evolving WBG engagement on gender over the past 10 years, with attention to providing evidence to support the design and operationalization of the new Strategy.	Women’s access to economic opportunities is a central component of the World Bank Group’s strategic approach to advance gender equality, as outlined in the World Bank Group Gender Strategy 2024-2030. Supporting women’s access to quality employment, closing the gender pay gap, and removing obstacles to female entrepreneurship are critical to achieve the institution’s goals of gender equality for a sustainable, resilient, and inclusive future. World Bank and IFC have a comparative advantage in promoting economic opportunities for women and girls, which is essential not only for gender equality, but also to promote economic development and face the challenges arising from the demographic transition.
<b>Key Issues</b>	The IEG evaluation will follow and complement the Mid-Term Review (MTR) of the WBG Gender Strategy, which IEG undertook and published in FY21. It will focus on the evolution of the type and quality of engagement with client countries on advancing the gender equality agenda; the results achieved at the project, country, and corporate level (using both the institution’s formal reporting systems and primary data collection); and on the factors that have enabled or hindered those results. The IEG evaluation team has been maintaining a regular and productive engagement with the Gender Groups of the Bank and IFC to be maximally useful to the implementation of a new strategy.	The IEG evaluation will follow and build on a series of evaluative work assessing the institution’s role in promoting gender equality (most recently the reports Addressing Gender Inequalities in Countries Affected by Fragility, Conflict, and Violence evaluation and the World Bank and IFC Engagement for Gender Equality evaluation.) The proposed evaluation will zoom in on the World Bank and IFC engagement in supporting clients to enhance gender equality in economic opportunities, including: closing the gender gap in farm productivity, facilitating access to productive assets to support quality self-employment, supporting female participation in formal labor markets and closing the gender pay gap. The evaluation will assess how the institution has succeeded in supporting countries to create the conditions for female participation in quality employment by addressing key factors of the theory of change, such as education and reskilling, sexual violence in the workplace, mobility, asset ownership, childcare, and social norms that enable and constrain gender equality in both formal and informal markets. The evaluative approach will encompass an assessment of the holistic support provided by the World Bank Group, including policy dialogue, knowledge, lending products, and advisory services.
<b>Scope</b>	IBRD/IDA, IFC	IBRD/IDA, IFC

# Fragility, Conflict, and Violence

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



- Gender equality in FCV
- Mozambique CPE
- Madagascar CPE
- Papua New Guinea CPE
- FCV Strategy
- Ethiopia CPE
- Somalia CPE
- IDA FCV
- Democratic Republic of Congo CPE

SDG goal #16:

Peace, Justice and Strong Institutions

WBG Cross-cutting theme:

FCV

WBG FCV Strategy

IDA 20 Special Theme:

Fragility, Conflict and Violence

IFC 3.0 and MIGA FY21-23

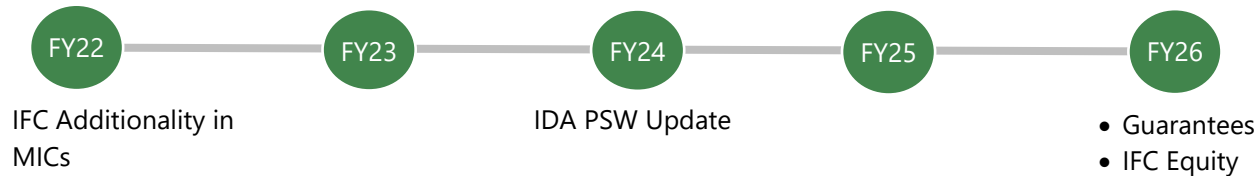
Increased focus on FCS



	Country Program Evaluations in FCV countries	FCV Strategy (FY25)	IDA FCV (FY26)
Strategic Relevance	IEG is systematically analyzing FCV issues in its CPEs for countries affected by fragility, conflict, and violence. This involves analyzing (i) the adequacy of the Bank's identification and analysis of drivers of fragility and conflict, associated risks, and factors of resilience; (ii) whether and how identified drivers and factors are systematically translated into WBG country strategies and assistance programs; (iii) the extent to which WBG engagements adapt in real time to dynamic FCV risks; and (iv) the WBG's performance in addressing fragility drivers, including by assisting with a country's transition out of fragility and mitigating the spillovers of FCVs.	The objective of the WBG's FCV Strategy is to enhance the WBG's effectiveness to support countries in addressing the drivers and impacts of FCV and strengthening their resilience, especially for their most vulnerable and marginalized populations. The strategy sets out a framework for understanding FCV and to increase the effectiveness of WBG development support to both low- and middle- income countries that are dealing with FCV challenges, including high levels of violence, forced displacement shocks, and subnational conflict.	Fragility, conflict and displacement have been on the rise over the past decade. Moreover, global poverty will be increasingly concentrated in FCV countries: by 2030, 60% of the global poor are expected to live in countries affected by fragility, conflict and violence, predominantly IDA countries which are affected by compounded risks including the effects of climate change and natural disasters, food insecurity, and macroeconomic instability, and gender. Generating evidence on what works, in what circumstances, and for whom in IDA FCV countries is therefore critical to making progress on the World Bank's mission to end extreme poverty and boost shared prosperity on a livable planet.
Key Issues	The CPEs aim to distill insights and draw lessons to inform the next Country Partnership Framework.	This evaluation will consider whether the WBG's FCV strategy and its framework have helped operational teams (i) develop improved strategies, programs, and projects; (ii) improve implementation in FCV countries; and (iii) whether elements of the framework have helped improve the effectiveness of the WBG's engagement in FCV countries.	This study complements the evaluation of the FCV Strategy by providing focus and deeper assessment on IDA FCV countries. It will assess the relevance and effectiveness of the World Bank's toolbox deployed in IDA FCV contexts over the past decade, such as more systematic preparation of diagnostic work, additional financing including through the IDA FCV Envelope, policy and operational flexibilities, choice of instruments in FCV IDA contexts, and enhanced staffing and incentives. It will assess the extent to which these adaptations to the World Bank's instruments have contributed to more effective engagement in IDA FCV contexts, and results on the ground.
Scope	WBG	WBG	IBRD/IDA

# Private Capital

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



SDG goal #: 17

Partnerships for the Goal

IDA 20 Special Theme:

Fragility, Conflict and Violence

IFC 3.0:

Creating Markets, Mobilize Private Investors for the Goal



	<b>Guarantees (FY26)</b>	<b>IFC Equity (FY26)</b>
<b>Strategic Relevance</b>	One of the impediments to increased capital mobilization in developing countries is that the private sector perceives that the risk-return ratio is too high. Guarantees can be used to lower both actual and perceived risk, thereby encouraging more private sector investment in developing countries.	Equity is central to promote growth in private companies and emerging markets, enabling private companies to launch innovative ventures and growth as well as create employment opportunities, products, and services. IFC provides equity capital in emerging market where it is scarce and provides much-needed long-term capital in times of crisis. Through provision of equity, IFC intends to provide value added to the clients by applying higher standards of corporate governance and transparency to crowd-in investors and investments. Since FY18, IFC has been applying new Equity Approach bringing about specialization, stronger governance, an emphasis on selectivity at entry, active portfolio management, robust macroeconomic analysis, and active management oversight. Under the evolution roadmap, IFC is planning to further grow its equity book, including through mobilization efforts, to provide long-term capital to support companies' growth and promote higher environmental, social, and corporate governance (ESG) standards.
<b>Key Issues</b>	This evaluation will look to benchmark progress against the findings from the 2007 IEG review of the guarantee instrument. In particular, the evaluation will look at whether or not the external (demand) and internal (organization) factors have changed such that there are different conclusions. It will seek to assess the role, complementarity, and utility of the guarantee instruments of all three institutions to mobilize private capital, and under which circumstances different guarantees worked well and where guarantees could be scaled up. In addition, the evaluation will assess progress against the previous recommendations and look at the organizational structures required to deliver the range of guarantee products, and to improve complementarity of instruments. It will seek to tackle and answer the question on the development impact of guarantees, something not covered previously.	This evaluation will review's the IFC's equity investments, focusing on the relevance of IFC's strategic equity approach and operations, IFC's additionality to the clients, projects' development outcome and impact (including enhanced growth and innovation), private capital mobilization (including AMC), as well as overall contributions to the IFC's financial performance and creating market strategy, drawing meaningful lessons for the implementation of WBG's evolution roadmap. The assessment will also assess how IFC's equity operations addressed heterogenous financing gap of diverse clients and how IFC's equity operating model fit for its equity operations. Special attention will be also focused on the results of new Equity Approach as well as effectiveness of equity investments at the time of crises.
<b>Scope</b>	WBG	IFC



# WBG Corporate Effectiveness

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

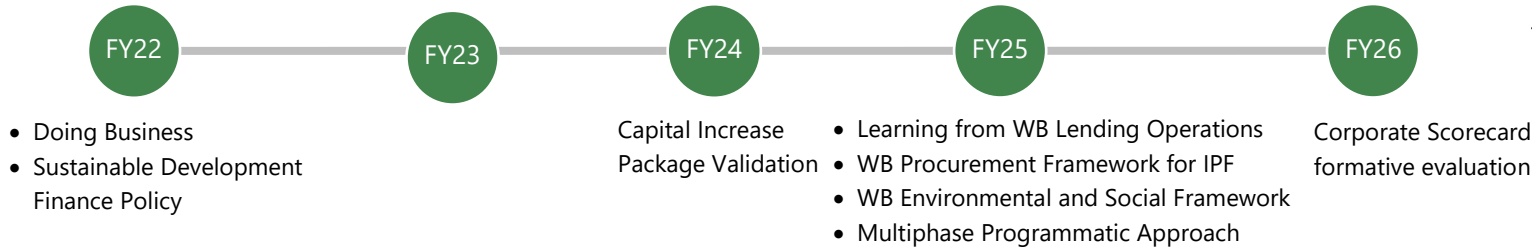
SDG goals #17:

Partnerships for the goals



Forward Look & Capital Increase

Better and Stronger WBG



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

Strategic Relevance	<p><b>Learning from WB Lending Operations (FY25)</b></p> <p>The evaluation is timely and relevant because it is aligned with management's efforts to rethink the WB's approach to knowledge under the Knowledge Compass and the Strategic Framework for Knowledge, as well as the broader evolution roadmap. The evaluation links to several of the objectives and components of these strategic documents, specifically the emphases on greater consistency in providing the best knowledge to clients, learning with clients, speeding up knowledge flows to clients and within the WBG, enhancing staff incentives and managerial signals for knowledge, and scaling and replicating impactful projects.</p>	<p><b>WB Procurement Frameworks for IPFs (FY25)</b></p> <p>The World Bank's Procurement Framework for IPF became effective in 2016. The vision of the reform was value for money with integrity and emphasized procurement capacity strengthening. The reform was to modernize procurement and overcome procurement bottlenecks slowing World Bank projects. The results of the reform are anchored in seven core principles: value-for-money through greater efficiency, economy, integrity, fairness, transparency, and fit-for-purpose. The reform introduced new procurement areas to apply these principles, including an electronic system, procurement strategies, a simplified review process, enhanced risk assessment, and approaches to support quality and sustainability. These new areas were intended to help clients customize procurement to support projects' needs and results. The reform was informed by learning from the 2014 IEG evaluation and extensive consultations conducted by the World Bank. The evaluation objective is to assess the results, successes, and challenges of the World Bank's procurement since 2016 and thus help inform continuation of the reform.</p>
	<p><b>Key Issues</b></p> <p>This evaluation assesses learning and knowledge in World Bank financing projects, focusing on identifying knowledge enablers that promote better learning. Its broad purpose is to assist the World Bank's ongoing efforts to improve learning in World Bank-financed operations. Whereas previous research and evaluations established the importance of knowledge for Bank performance, including positive links between knowledge and outcomes, this evaluation identifies, in a granular manner, the types of knowledge the World Bank uses to design and implement successful projects, how and when it uses the knowledge, and the enabling, or explanatory, factors for use.</p>	<p>The evaluation assesses the extent that the World Bank's new procurement framework has supported successful procurement in investment project financing, and whether procurement capacity strengthening in client countries has improved since the reform. The analysis assesses the achievements of the seven procurement principles outlined by the results logic of reform.</p>
Scope	IBRD/IDA	IBRD/IDA

Strategic Relevance	<p><b>Multiphase Programmatic Approach (FY25)</b>  The multi-phase programmatic approach (MPA) is a way of structuring a long, large, or complex engagement – typically over 8-10 years – either as a set of smaller linked operations or phases using either IPF or PforR under one program, or as a multi-country program, typically designed to deliver a global or regional public good. Since its introduction in FY18 there has been a steady increase in its use. The MPA is also expected to support the Bank’s response to Global Challenges. The lending pipeline for the next 18 months includes 46 MPA engagements, of which 23 are expected to support global challenge objectives. Most of these are in energy, transport, and water.</p>	<p><b>WB Environmental &amp; Social Framework (FY25)</b>  The ESF applies to all IPF projects initiated on or after October 1, 2018. It supports green, resilient, and inclusive development by strengthening protections for people and the environment and making important advances in areas such as labor, inclusion and non-discrimination, gender, climate change, biodiversity, community health and safety, and stakeholder engagement. The ESF places an emphasis on strengthening national environmental and social management systems and institutions and supporting Borrower capacity building. A key part of the ESF is to develop approaches that protect women, children, and other populations at risk where Bank projects occur.</p>	<p><b>Corporate Scorecard (FY26)</b>  The new World Bank Group Scorecard is designed to support results-oriented management and communication for the entire institution. It has been developed through extensive consultations with the Board and is underpinned by a set of methodologies to generate data on a newly defined set of results indicators as well as results narratives that articulate the linkages between WBG support at country and sector levels to results. A formative mid-term evaluation conducted by IEG was planned at the outset of the new scorecard development process.</p>
Key Issues	<p>The objective of this evaluation is to understand whether the use and effectiveness of the MPA has met the expectations of the 2017 Board paper on MPA. This is particularly timely given the potential utilization of MPAs to support the Global Challenge Programs (GCPs).</p>	<p>This evaluation is designed as an early-stage evaluation of ESF implementation experience. It is designed to assess progress against the World Bank’s ESF objectives laid out in the 2016 Board Paper. The evaluation includes a focus on adaptive risk management, the application of principles (flexibility and proportionality), the development of Borrower systems for managing E&amp;S risk, World Bank implementation support, ESF policy harmonization, coherence, and alignment with development partners and to the extent that evidence is available, the contribution of ESF to enhanced development outcomes. The evaluation will also cover ESF tools developed to identify and mitigate the risks of Sexual Exploitation and Abuse/ Sexual Harassment where Bank projects occur. IEG’s evaluation is complementary to the recent work of GIA’s relating to the ESF, which focused on Internal Capacity (FY21), Client Capacity Building (FY22), Grievance Response Mechanism (FY23), and Streamlining (FY24).</p>	<p>The evaluation will assess whether the scorecard fulfills its dual purpose of fostering results-oriented decision-making and effective communication. In addition, the evaluation will assess the extent to which the necessary building blocks are in place for the scorecard to fulfill these roles. Among other things, these include: the adequacy of the indicator framework as a set of proxies for WBG performance and results; the availability and quality of data collected; the institutionalization of the scorecard in WBG operations (e.g. inclusion in country strategies, project design); the systems, practices and incentives in place to collect data; the adequacy and coverage of results narratives at country and sector levels; the accessibility and use of the scorecard platform. The findings of the evaluation are intended to inform the Board and Management on whether the scorecard is fit for purpose as well as any course corrections needed to enhance the use and robustness of the scorecard.</p>
Scope	IBRD/IDA	IBRD/IDA	WBG

# Annex B: FY21-24 Evaluations by Revised Thematic Streams

Thematic Streams	FY21	FY22	FY23	FY24
Planet	<ul style="list-style-type: none"> <li>Natural Resources Degradation</li> <li>Renewable Energy</li> </ul>	<ul style="list-style-type: none"> <li>Disaster Risk Reduction</li> <li>Agri-Food Economies</li> </ul>	<ul style="list-style-type: none"> <li>Energy Efficiency</li> <li>Private Sector Participation in Climate Action</li> </ul>	Blue Economy
People	WBG Support to Aging Countries	Undernutrition	COVID-19 Human Capital	Learning Crisis
Prosperity	<ul style="list-style-type: none"> <li>Addressing Country Level Fiscal and Financial Sector Vulnerabilities</li> <li>Public Finance and Debt Management</li> <li>SOE Reforms</li> </ul>		<ul style="list-style-type: none"> <li>COVID-19 Economic Implications</li> <li>Financial Inclusion</li> <li>Domestic Revenue Mobilization</li> </ul>	IDA Support to Jobs
Infrastructure	Urban Spatial Growth	Solid Waste Management		
Digital Transformation				
<b>Crosscutting themes</b>				
Fragility, Conflict, and Violence		<ul style="list-style-type: none"> <li>Engagement in Situations of Conflict</li> <li>IFC &amp; MIGA Support for Private Inv. in FCS (incl. PSW)</li> </ul>	Gender Equality in FCVs	
Gender	Gender Mid Term Review		Gender Equality in FCVs	
Private Capital	<ul style="list-style-type: none"> <li>Private Capital Mobilization</li> <li>IDA PSW</li> </ul>	IFC Investment in K-12 Education	IFC Additionality in MICs	IDA PSW Update
<b>Corporate and Country Focused</b>				
WBG Corporate Effectiveness	<ul style="list-style-type: none"> <li>Disruptive Technology WBG Readiness</li> <li>Outcome Orientation at Country Level</li> <li>RAP 2020</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable Development Finance Policy (SDFP)</li> <li>Global Footprint Effectiveness</li> <li>Doing Business</li> <li>RAP 2021</li> </ul>	<ul style="list-style-type: none"> <li>RAP 2022</li> <li>Low Income Countries Debt Sustainability Framework</li> </ul>	<ul style="list-style-type: none"> <li>Capital Increase Package Validation</li> <li>RAP 2023</li> </ul>
Country Program Evaluations		<ul style="list-style-type: none"> <li>Bangladesh</li> <li>Chad</li> </ul>	<ul style="list-style-type: none"> <li>Kyrgyz Republic</li> <li>Morocco</li> <li>Ukraine</li> <li>Mozambique</li> <li>Madagascar</li> </ul>	<ul style="list-style-type: none"> <li>Papua New Guinea</li> <li>Ecuador</li> </ul>

# Annex C: FY25-26 Evaluations - Work Stream Intersections

\* = main thematic stream  
 ✓ = Intersecting stream

		PLANET	PEOPLE	PROSPERITY	INFRASTRUCTURE	DIGITAL TRANSFORMATION	GENDER	FRAGILE, CONFLICT, VIOLENCE	PRIVATE CAPITAL	WBG CORPORATE EFFECTIVENESS
FY25	Biodiversity	*								
	Adaptive Social Protection		*	✓						
	Electricity Access			✓	*					
	WBG Gender Strategy						*			
	FCV Strategy							*		
	WB ESF	✓								*
	Learning from WB Lending Operations									*
	WB Procurement Framework for IPF									*
	Multiphase Programmatic Approach									*
FY26	Water Resource Management 1	*			✓					
	Food Security	*	✓					✓		
	Emergency Health Preparedness/ OneHealth		*							
	Drivers of Debt Distress in IDA Countries			*						
	Transport				*					
	Digital Public Infrastructure					*				
	Enabling Economic Opportunities for Gender Equality			✓			*			
	IDA FCV							*		
	Guarantees								*	
	IFC Equity								*	
Corporate Scorecard									*	

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

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

## Monitoring Plan

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

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

## Evaluation Plan

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

In FY23, an independent external evaluation of IEG was concluded (as described in Chapter 2), with a set of recommendations for IEG to further enhance its influence and performance. IEG is working with CODE and WBG Management to develop an action plan that addresses the recommendations.

An external evaluation of the GEI will take place during FY25.

## Learning Plan

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

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



# Tier I: Strategic Results

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

ACCOUNTABILITY		
IEG evaluations provide relevant information to the Board on WBG’s results and development effectiveness.		
Indicator	Current (FY24)	3 yr avg
IEG products improved the Board’s understanding of WBG’s development effectiveness	46%	77%
IEG evaluations align with the WBG’s strategic priorities	60%	78%

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE		
IEG evaluations inform decision-making processes at different levels in the WBG to improve the development effectiveness of the WBG’s programs and activities, and their responsiveness to member countries’ needs and concerns.		
Indicator	Current (FY24)	3 yr avg
Use of IEG to learn about factors of development effectiveness across sectors/ themes	37%	41%
Use of IEG to learn about factors important to the design of a specific lending/ non-lending operation	37%	32%
<b>NEW INDICATOR FY23:</b> Use of IEG products to inform the design of a specific lending /non-lending operation <sup>7</sup>	81%	(FY23: 83%)

EVALUATION CAPACITY DEVELOPMENT		
IEG strengthens M&E capacity, systems, and culture in WBG client countries through partnerships and direct efforts.		
Indicator	End of first GEI cycle (FY25)	Target by FY25
Increased use of evaluative evidence in decision-making in institutions (and countries) through GEI	TBD	20

<sup>7</sup> Over the years of IEG’s Client Survey, the positive responses for the indicator on the use of IEG reports to learn about factors important to the design of a specific lending/ non-lending operation have remained relatively low, averaging 35% in the last three years. However, in analyzing this low result, IEG learned that many of the respondents were (i) not involved in design or supervision of an operation in recent times, (ii) were not in positions where engagement with IEG products were relevant, and/or (iii) had no opinion. In FY23, IEG added a new question focused on the usefulness of IEG products in the design or supervision of an operation”, and focused on the respondents which had a view on the use of IEG products for operational design or supervision. When the relevant sub-sample is used, 81% engage with IEG products to learn about project design or supervision.

## Tier 2: IEG Outputs

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

ACCOUNTABILITY		
IEG assesses WBG programs and activities on their expected results through evaluations and project validations		
Indicator	Current (FY24)	Target
Number of evaluations, including thematic evaluations and the annual RAP	8	10-13
Number of country program evaluations per year	2	3-4
IEG reviews and validates self-evaluations conducted by the WBG of its strategies and operations	100% ICRR 40% XPSR 51% PCR 100% PER 100% CLRR	100% ICRR 40% XPSR 51% PCR 100% PER 100% CLRR

FEEDBACK LOOPS, LEARNING, AND KNOWLEDGE		
IEG ensures its evaluations are widely disseminated, understood and valued, by its stakeholders. IEG engages directly with WBG staff to help answer development effectiveness questions using evaluative evidence.		
Indicator	Current (FY24)	Previous year (FY23)
Number of DGE statements sent to the Board, including Regional and Global Updates	3	3
Number of Learning Engagements	1	3
Number of Evaluation Insight Notes (previously JIT notes and Synthesis reports)	2	3
Number of WBG learning events co-sponsored by IEG	66	33
Level of engagement with IEG outreach platforms, per IEG client survey (client survey)	18%	39%

## EVALUATION CAPACITY DEVELOPMENT

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

	Current (FY24)	Minimum Benchmark (FY21 numbers)
Number of countries where GEI has provided technical assistance or advisory services	22	14
Number of trainings provided with global, regional, national or institutional reach	48	58
Number of people trained	2,942	9,186
Number of knowledge products (co-) created by GEI	15	38
GEI external knowledge platform established and functional (sharing information on GEI knowledge products, and external resources)	Yes (GEI absorbed the BetterEvaluation Platform in 2023 which will function as the main knowledge platform for GEI.	N/A
Number of GLOCAL knowledge events held	372	255
Number of GLOCAL event participants (estimate, exact number to be confirmed by end of June 2024)	20,000	17,585

## Tier 3: IEG Performance

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

EVALUATION PLANNING		
IEG prepares its work program in consultation with key stakeholders and responds to their needs. IEG also delivers its work program in a resource efficient manner.		
Indicator	Current (FY24)	3 yr avg
Satisfaction on timeliness of IEG reports	77%	79%
Satisfaction with the relevance of evaluation reports	84%	82%
Satisfaction with the process of engagement on IEG evaluations	76%	76%
IEG’s budget as a percentage of WBG total administrative budget	1%	1%
Indicator	Current (FY24)	Targets
% of evaluations delivered in Q4 of the fiscal year	33%	<25%
% of overall IEG budget overrun/underrun	Est: 0.1-0.5%	1-2%

CONTRIBUTION TO CORPORATE GOALS		
IEG is committed to ensuring a diverse and inclusive workplace for its staff		
Indicator	Current (FY24)	Target
IEG Gender Balance Ratio	0.768	1.0
Indicator	Last survey (FY22)	3 yr average
IEG Inclusion Index from the staff engagement survey	64%	62%

## EVALUATION IMPLEMENTATION

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

Indicator	Current (FY24)	3 yr avg
% of local consultants hired	14%	10%
Satisfaction with overall quality of IEG products	82%	81%

Indicator	Current (FY24)	Targets
Average time between approach paper and final delivery of evaluations	13 months	15 months

## EVALUATION CAPACITY DEVELOPMENT PERFORMANCE

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

Indicator	Current (FY24)	Minimum Benchmark (FY21 numbers)
Number of partners engaged in GEI (strategic partners)	16	20