



2024

Finance for Development Umbrella Program

MONITORING & EVALUATION FRAMEWORK

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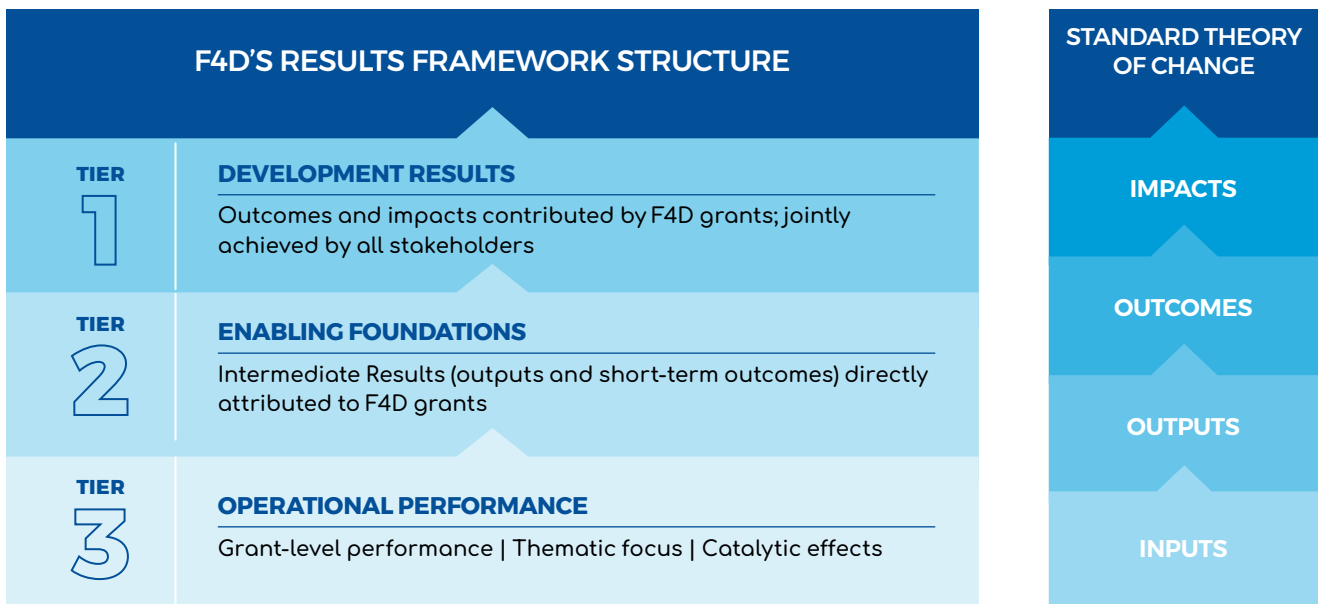
The Monitoring and Evaluation Approach

1 The Monitoring and Evaluation Approach

F4D implements a **results-based management** approach in line with the World Bank’s Guidance on Managing Trust Funds for Results and international best practice. In order to manage for results and maximize development outcomes, F4D establishes a rigorous Monitoring and Evaluation Framework which serves as the means to generate and use results information at multiple levels and for multiple purposes, including accountability, communication, strategic decision-making and learning. The effective implementation of results-based monitoring and evaluation will help the partnership to scale up the success, correct the failure, promote evidence-based learning and accountability, thus ultimately maximizing development outcomes.

Quality of grant deliverables is a decisive steppingstone for desired outcomes to happen along a Theory of Change (ToC), and it helps support a credible contribution analysis. F4D established an Umbrella-level **Results Framework (RF)** that covers both results and performance aspects, organized into three tiers as shown in Figure 1. The three-tier RF helps establish a common understanding for development partners and implementation teams about the development outcomes and impacts contributed by F4D; the boundaries of grant-level responsibilities; the emphasis on grants’ quality and performance; and the value of F4D’s comparative advantage in leveraging WB lending operations to increase development effectiveness.

FIGURE 1: F4D RESULTS FRAMEWORK STRUCTURE



F4D's Monitoring and Evaluation Framework comprises the following elements:

- **The Theory of Change (ToC):** ToC is the foundation of F4D’s M&E Framework. It explains what development outcomes or impacts F4D aims to contribute to; what does it take to realize these outcomes; and what activities will be funded. The ToC forms the basis for F4D’s Results Framework and Evaluation Framework.
- **The Results Framework (RF):** The RF presents a unified results and performance monitoring matrix with indicators grouped along the ToC as follow: F4D monitors, in aggregate, how grants are executed (Tier 3) in order to support client countries in creating enabling environment, foundation, and innovations (Tier 2) for developing deep, inclusive, efficient and resilient financial systems (Tier 1).
- **The Evaluation and Learning Framework:** This presents the types of evaluations, assessments, or reviews to be conducted over F4D’s funding cycle at the Umbrella level as well as at country or thematic levels. Evaluations serve two main functions—accountability and learning.

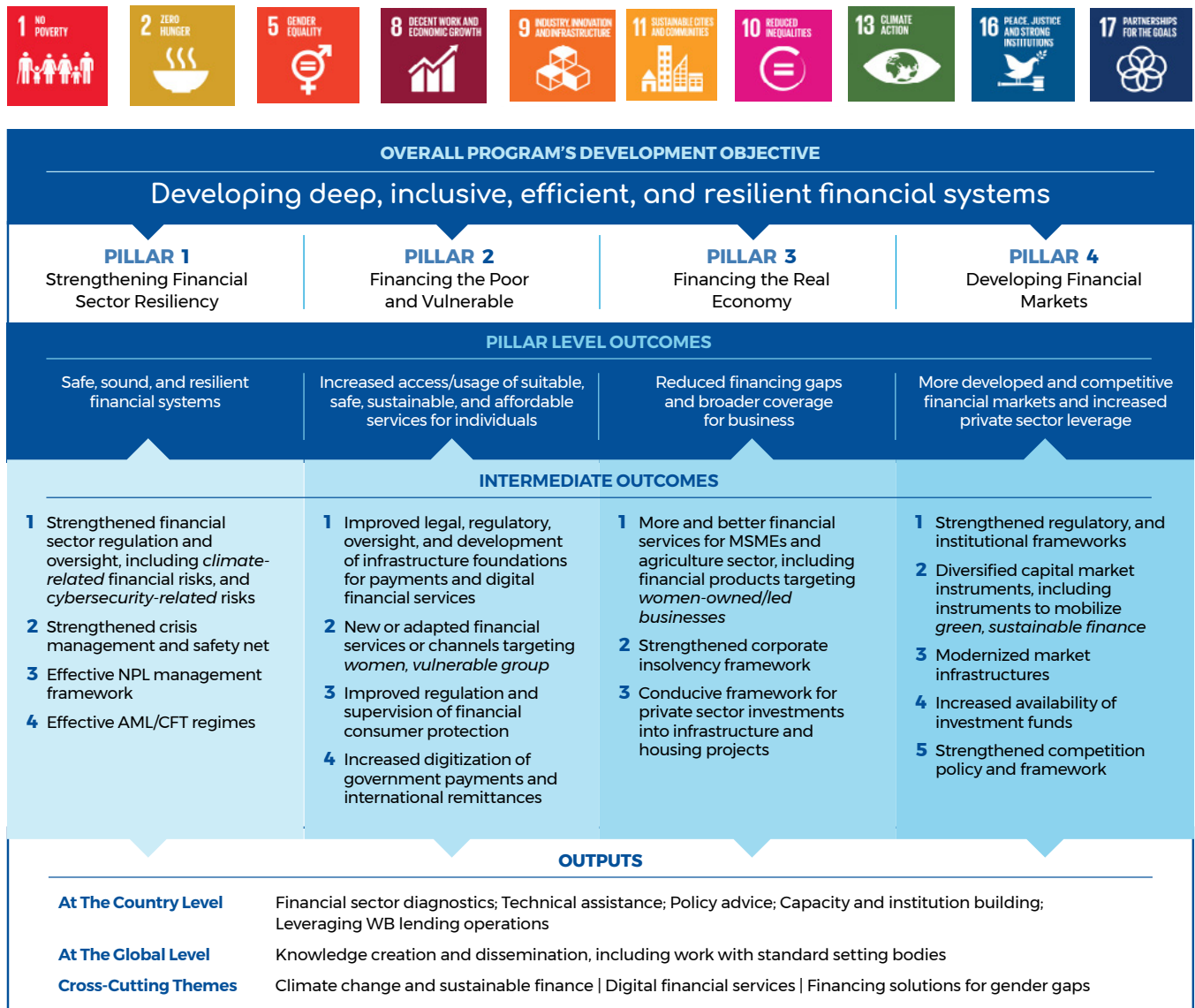
The Theory of Change

2 The Theory of Change

The ToC presented in Figure 2 is a snapshot of the F4D Program’s conceptual design which presents the Program’s overarching development objectives; contribution to SDGs (Annex 1); conditional foundations needed for achieving the Program’s overarching development objectives; and areas of interventions to be funded in order to create these enabling foundations.

The TOC is dynamic and subject to revisions as new circumstances arise and experience is gained. By carrying out systematic monitoring and evaluation as foreseen in this M&E Framework, the F4D Program Management Team (PMT) will be responsible for proposing and making timely adjustments, subject to the Partnership Council’s approval. The ToC will be the basis for the Program’s future *independent evaluations* at the mid-term and final-term. The ToC helps all stakeholders to have a common understanding of what the Program is trying to achieve and what activities will be funded and why.

FIGURE 2: F4D’S THEORY OF CHANGE



The Theory of Change

ASSUMPTIONS

Generally, assumptions for outputs to be delivered effectively and efficiently include:

- client's commitment to reform remains high or unchanged since the proposal's submission;
- supportive political, governance, and security situation to enable activities to be conducted;
- availability of technical experts to deliver outputs effectively and efficiently.

Assumptions for outcomes to materialize once outputs are delivered include:

- adequate institutional capacity (human, financial resources, system) and coordination between relevant agencies to implement recommendations;
- high-level commitments as evidenced by timely enactment of laws, regulations and/or handling of necessary procurements (e.g., hardware/software for financial infrastructure);
- smooth implementation of the related lending operations that F4D supports/informs or catalyzes;
- favorable macroeconomic conditions.

3 The Results Framework

The Results Framework serves as a key management tool to monitor the progress and report on the results expected as presented in F4D's Theory of Change. Measuring success and communicating the results of F4D is critical to the learning process, adaptive management, and accountability. The results framework can be updated throughout the lifetime of the program.

The RF includes key indicators with results routinely collected and aggregated at the Umbrella level for three tiers described as below:

- Tier 1: Development Results.** Indicators included in Tier 1 are referred to as **outcome indicators** which are used to illustrate F4D's results at beneficiaries' level: (i) *financial sector regulatory bodies*; (ii) *the poor and vulnerable groups*; (iii) *the private sector, in particular small- and medium- enterprises, start-ups and young firms*; and (iv) *the financial markets*. These are long-term outcomes and often achieved after grant-level activities are completed. F4D will rely on several sources of data and perform contribution analysis in order to capture Tier 1 Results. Examples of these data sources include: Findex; IMF's Financial Access Surveys (FAS); Remittance Price Worldwide (RPW); clients' websites; Financial Sector Assessment Program (FSAP); related lending operations reports in line with the World Bank procedures (i.e., Implementation Status and Results Report, ISR; Implementation Completion and Results Report, ICRs); and self-evaluations (see the Evaluation Framework section for more details).
- Tier 2: Enabling Foundations.** Indicators included in this Tier are referred to as **intermediate results indicators** illustrating the enabling foundations needed as preconditions for Tier 1 development outcomes to happen. These broadly include: changes in policies and legal and regulatory framework; institutional capacity; new or innovative financial products and financing instruments; modernized financial infrastructure; and use of knowledge products. Data sources for these indicators are mainly grant-level Progress Report (PR) and Activity Completion Report (ACS).
- Tier 3: Operational Performance.** Indicators included in Tier 3 focus on grant deliverables' quality, thematic focus, and F4D's comparative advantage in leveraging WB lending operations to support clients in achieving and sustaining development outcomes. Data sources include client surveys and independent evaluations; and data on catalytic effects is based on grant-level ACSs, related lending operations reports (ISRs, ICRs) and task team surveys.

Cross-cutting themes—climate change and sustainable finance, gender and digital technology - are embedded across the three Tiers. Gender gaps must be taken into consideration when designing activities related to financial inclusion and access to finance. A dedicated F4D gender mainstreaming framework will be developed in FY24 to operationalize solutions for addressing gender gaps in access/usage of financial services and ensure effective gender mainstreaming at grant levels.

Indicators included in this RF serve as an initial set of core indicators, used for results aggregation at the Umbrella level. F4D PMT has developed a list of menu indicators, together with key financial sector theory of change and indicators for task teams to use at grant level.

This Results Framework will serve as a basis for F4D's future independent evaluations (Mid-Term and Final-Term), but it should be noted that adjustments can be made to reflect learnings from the actual implementation. The F4D PMT will monitor the implementation of the RF and proactively report and suggest any adjustments to the Partnership Council for endorsement.

Results Verification and Validation

Project's Progress Report, Activity Completion Report will serve as a starting point for outputs and outcomes verification. In addition, Client Surveys, Thematic Evaluations, Rapid Country Assessments will validate the achievements of outcomes (please see the Evaluation section for more details).

F4D Indicative Results Framework

TIER

1

Development Results

Outcomes and impacts *contributed* by F4D; jointly achieved by all stakeholders.

OUTCOME INDICATORS	MILESTONE
PILLAR 1: Strengthening Financial Sector Resiliency - Safe and sound financial systems	
Number of beneficiary countries with improved compliance to relevant financial sector international standards	
Number of beneficiary countries with effective AML/CFT regime in place	
PILLAR 2: Financing the Poor and Vulnerable - Increased access to and usage of suitable, safe, sustainable, and affordable financial services for poor and vulnerable groups	
Number of people using financial services, of which women. <ul style="list-style-type: none"> • of which sending remittances through new or improved financial services (of which women) 	
Cost of sending \$200 in remittances	
PILLAR 3: Financing the Real Economy - Reduced financing gaps and broader coverage for business in real sectors	
Value of financing facilitated for businesses, of which to women-owned/ led businesses	
Number of businesses using financial services, of which women-owned/ led businesses	
Value of private capital mobilized	
PILLAR 4: Developing Financial Markets - More developed and competitive financial markets and increased private sector leverage	
Value of financing facilitated for start-up/early-stage firms, of which to women-owned businesses	
Value of green finance facilitated	

F4D Indicative Results Framework

TIER
2

Enabling Foundations

Intermediate Results (outputs and short-term outcomes) directly attributed to F4D grants

SHORT-TERM OUTCOMES INDICATORS	TARGETS [†]	ACHIEVED
PILLAR 1: Strengthening Financial Sector Resiliency		
Number of laws, regulations enacted		
Number of beneficiary countries with effective Risk-Based Supervision implemented		
Number of beneficiary countries with solutions to address risks to the financial sector adopted <ul style="list-style-type: none"> • of which related to climate and environmental risks • of which related to money laundry and terrorist financing (ML/TF) risks 		
Number of beneficiary countries with solutions to improve deposit insurance system or liquidity assistance implemented, including improved institutional capacity		
Number of beneficiary countries with solutions to address non-performing loans (NPL) management implemented, including improved institutional capacity		
PILLAR 2: Financing The Poor and Vulnerable		
Number of laws, regulations enacted <ul style="list-style-type: none"> • of which on financial consumer protection 		
Number of beneficiary countries with infrastructures for payments and digital financial services established or improved		
Number of beneficiary countries with digitalization of government payments implemented		
Number of new or adapted financial services or channels targeting women, vulnerable groups introduced <ul style="list-style-type: none"> • of which targeting women and/or vulnerable groups 		
Number of financial consumer protection mechanisms established or improved		
Number of people who benefitted from financial education initiatives		
PILLAR 3: Financing the Real Economy		
Number of laws, regulations enacted		
Number of beneficiary countries adopting or improving solutions to facilitate the expansion of MSME finance <ul style="list-style-type: none"> • of which targeting women-owned/led businesses 		
Number of beneficiary countries adopting solutions to facilitate the expansion of financing in real sectors <ul style="list-style-type: none"> • of which in agriculture finance • of which in housing finance • of which in infrastructure finance 		
Number of beneficiary countries adopting solutions to incentivize private sector investments		
Number of beneficiary countries with improvement in the insolvency framework		
PILLAR 4: Developing Financial Markets		
Number of laws, regulations enacted		
Number of beneficiary countries adopting climate change measures into financial sector		
Number of beneficiary countries with new capital market instruments implemented		
Number of beneficiary countries with financial markets infrastructure modernized		

[†] Target values will be updated as the portfolio grows and if there are shifts in the portfolio due to changes in client demand and priorities.

F4D Indicative Results Framework

OUTPUT INDICATORS	TARGETS	ACHIEVED
PILLAR 1: Strengthening Financial Sector Resiliency		
Number of laws, regulations supported		
Number of countries supported with Risk-Based Supervision		
Number of beneficiary countries supported to address risks to the financial sector <ul style="list-style-type: none"> • of which related to climate and environmental risks • of which related to money laundry and terrorist financing (ML/TF) risks 		
Number of beneficiary countries supported to improve deposit insurance system, liquidity assistance, including institutional capacity		
Number of beneficiary countries supported to address non-performing loans (NPL) management, including institutional capacity		
PILLAR 2: Financing The Poor and Vulnerable		
Number of laws, regulations supported <ul style="list-style-type: none"> • of which on financial consumer protection 		
Number of beneficiary countries supported to improve financial infrastructures for payments and digital financial services		
Number of beneficiary countries supported with digitalization of government payments		
Number of beneficiary countries supported for new or improved financial services or channels <ul style="list-style-type: none"> • of which targeting women and/or vulnerable groups 		
Number of beneficiary countries supported to improve financial consumer protection mechanisms		
Number of beneficiary countries supported with financial education initiatives		
PILLAR 3: Financing the Real Economy		
Number of beneficiary countries supported with solutions to facilitate the expansion of MSME finance <ul style="list-style-type: none"> • of which targeting women-owned/led businesses 		
Number of beneficiary countries supported to facilitate the expansion of financing in real sectors <ul style="list-style-type: none"> • of which in agriculture finance • of which in housing finance • of which in infrastructure finance 		
Number of beneficiary countries supported to incentivize private sector investments		
Number of beneficiary countries supported with corporate debt resolution mechanisms		
PILLAR 4: Developing Financial Markets		
Number of beneficiary countries supported with climate change measures for financial sector		
Number of countries supported to develop capital market preconditions		

F4D Indicative Results Framework

GLOBAL KNOWLEDGE	TARGETS	ACHIEVED
Number of downloads or visitors to F4D knowledge products		
Number of World Bank Group operations informed by F4D knowledge products		
Number of knowledge products developed and disseminated		

TIER
3

Operational Performance

Grant-level performance | Thematic focus | Catalytic effects

PERFORMANCE INDICATORS	TARGETS	ACHIEVED
Performance and Quality		
Percentage of grants completed which are rated satisfactory by an independent evaluator		
Percentage of clients reporting satisfied or very satisfied with support received through F4D grants		
Strategic Themes		
Percentage of portfolio with a focus on gender		
Percentage of portfolio addressing climate-related risks		
Percentage of portfolio leveraging digital technology		
Catalytic Effects^{††}		
Value of World Bank Group operations informed		

†† Targets and actuals ("Achieved") for Catalytic Effects are based on targets/achievements at grant level.

4 Evaluation and Learning Framework

While *Monitoring* consists of ongoing tracking of inputs, activities, outputs, outcomes, and other aspects of grants' implementation, *Evaluation*¹ is an assessment, often seeking outside perspective from relevant experts, used to promote accountability and learning. Evaluations respond to the needs of the Development Partners and the World Bank to know about the extent to which resources are being, or were, used efficiently and effectively, and degree to which the intended results are being, or were, achieved.

In addition, they are often intended to generate knowledge about the interventions in pursuit of given objectives: what elements of the intervention worked, what did not work, and why. By contributing to such knowledge, evaluations help the Development Partners and the World Bank make informed decisions regarding policy priorities, program design and implementation, and resource allocations. The evaluation and learning framework will be informed by a set of key learning questions - i.e., what we hope to learn more about through the generation of evidence. This will largely help shape the program's knowledge management (KM) & learning and strategic communications strategies, and the way the program converts data and information into practical insights.

INDEPENDENT EVALUATIONS

These evaluations are mandatory, such as **Mid-Term** and **Final-Term Evaluations**, conducted by externally recruited independent evaluators or consulting firms. The emphasis is primarily on accountability and learning related to operational modalities and policy priorities. The targeted audiences are primarily donors and WB Management. These evaluations will be conducted using OECD DAC evaluation criteria² and in line with OECD DAC Principles³.

Independent evaluations are initiated at the Umbrella level and will be planned and implemented in close consultation with the Partnership Council, from the development of the Terms of Reference to the final stage of following-up on the implementation of evaluations' recommendations.

LEARNING PROGRAM

F4D will implement a learning program, leveraging M&E, aimed at providing evidence of project impact and increasing the value add of F4D in contributing to the overall financial sector reform agenda. The program will include strategic assessments aimed to capture best practices, draw lessons learned, disseminate the findings and feed them back into the project design, to systematically improve the quality of project implementation in a more agile manner. These assessments will serve accountability, learning and communication purposes of the umbrella program overall, and will be prioritized by learning needs as determined by innovative nature of the intervention, existing knowledge gaps, and the potential for replication or scaling up.

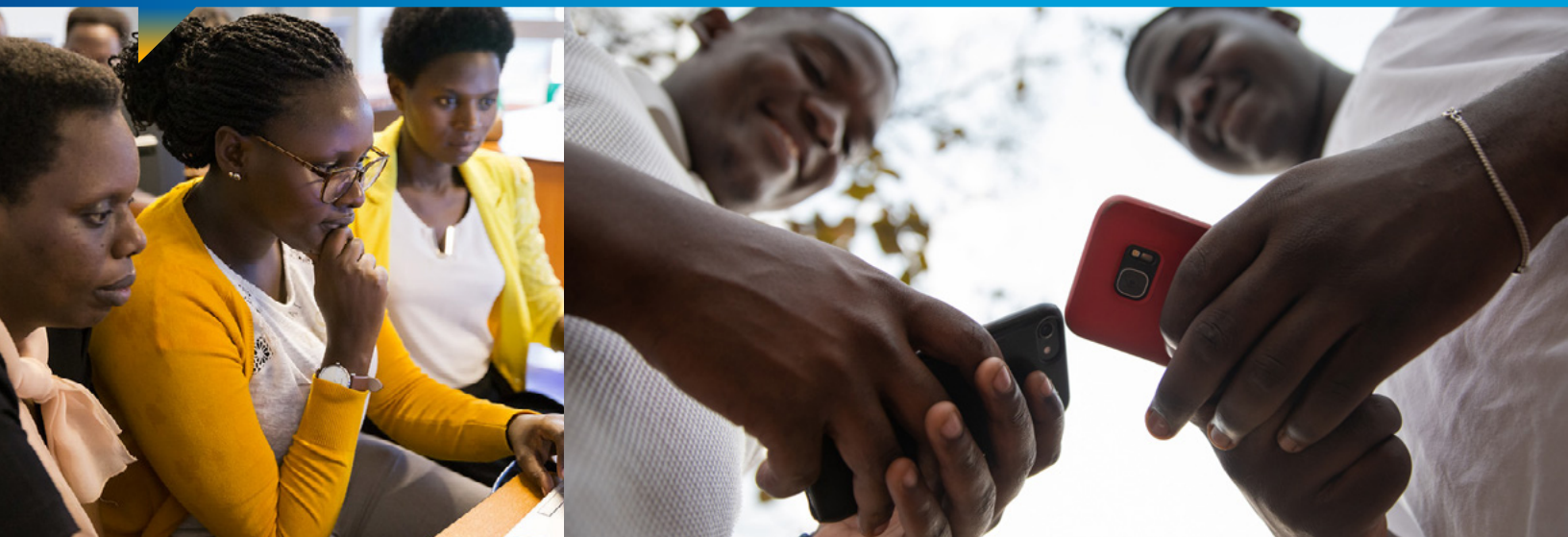
The program will combine rigorous quantitative and qualitative methods as relevant, aimed at improving results by supporting evidence-based approaches and better understanding what works, what does not, and why, with findings disseminated broadly, both internally and externally. The evaluation and learning program will serve as a mechanism for informing the decision-making process related to prioritization of work areas and funding and future programming of F4D.

¹ According to OECD DAC Principles for Evaluation of Development Assistance, an evaluation is an assessment, as systematic and objective as possible, of an on-going or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, coherence, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.

² <https://www.oecd.org/dac/evaluation/revise-evaluation-criteria-dec-2019.pdf>

³ <https://www.oecd.org/development/evaluation/2755284.pdf>

Evaluation and Learning Framework



Evaluations and learning activities to be conducted are proposed in Table 1 below.

TABLE 1: EVALUATION PLAN

TYPE OF EVALUATIONS	TIMELINE	INTENDED USE
INDEPENDENT EVALUATIONS		
Mid-Term Evaluation	FY26 (4th year from the F4D launch)	Inform adjustments needed to enhance F4D's operational effectiveness, and development outcomes; to provide inputs strategic decision making as required.
Final-Term Evaluation	Final year of the F4D cycle	Serve accountability, learning, and provide inputs for strategic decisions.
LEARNING ACTIVITIES / DEMAND-DRIVEN SELF-EVALUATIONS		
Rapid country assessments and selected project reviews - to be selected based on grant value, innovation, or strategic decision needs	Post-completion of grants, to allow time for outcomes to materialize	Validate and update evidence of results achieved on the ground; capture lessons learned for future engagement; scale up the success; provide inputs/stories for Knowledge Management, Communication and Visibility work.
Thematic evaluations (e.g., SupTech, Fast Payment, SMEs financing solutions, partial credit guarantee models, gender, climate finance, Risk-Based Supervision, etc.) - topics to be identified based on portfolio	Post-completion of grants, to allow time for outcomes to materialize	Generate lessons learned and good practices for future interventions; provide inputs/stories for Knowledge Management, Communication and Visibility work.
Client Surveys	After grant completion	Capture clients' perspective and feedback on TA quality and effectiveness. Inputs for F4D's Annual Progress Report and learning agenda.
Task Team Surveys	After completion of key knowledge products	Capture evidence of usefulness and application of F4D funded knowledge tools and products in downstream operations.

Evaluation and Learning Framework

F4D makes sure that evaluation findings are shared broadly and appropriately through various learning and communication channels to improve future interventions. An indicative plan of using evaluations for knowledge sharing and learning is presented in Table 2.

TABLE 2: EVALUATIONS AND LEARNING PLAN

TYPE OF EVALUATIONS	TARGET AUDIENCE	PRODUCTS	DISSEMINATION CHANNELS
INDEPENDENT EVALUATIONS			
Mid-Term Evaluation	FCI Management and F4D partners	<ul style="list-style-type: none"> • Mid-Term Evaluation Report • FCI Management’s response to evaluators’ recommendations • Record of recommendations’ implementation 	<ul style="list-style-type: none"> • Partnership Council Meeting(s) • F4D website
Final-Term Evaluation	FCI Management and F4D partners	<ul style="list-style-type: none"> • Final-Term Evaluation Report • FCI Management’s response to evaluators’ recommendations • Record of recommendations’ implementation 	<ul style="list-style-type: none"> • Partnership Council Meeting(s) • F4D website
LEARNING ACTIVITIES / DEMAND-DRIVEN SELF-EVALUATIONS			
Rapid country assessments and selected project reviews – to be selected based on grant value, innovation, or strategic decision needs	WB; F4D partners; Development practitioners	<ul style="list-style-type: none"> • Country Case Studies • Results Stories and Lessons Learned • Videos / photos if feasible 	<ul style="list-style-type: none"> • F4D website, intranet • Knowledge session series (internal and external) • F4D Annual Progress Report • Annual Capturing our Impact E-book
Thematic evaluations (e.g., SupTech, Fast Payment, SMEs financing solutions, partial credit guarantee models, gender, climate finance, Risk-Based Supervision, etc.) – to be identified based on portfolio	WB; F4D partners; Development practitioners	<ul style="list-style-type: none"> • Thematic Notes and Lessons Learned • Webinars • Videos / photos if feasible 	<ul style="list-style-type: none"> • F4D website, intranet • Knowledge session series (internal and external) • F4D Annual Progress Report • Annual Capturing our Impact E-book
Client Surveys	WB; F4D partners	Aggregated satisfaction ratings and feedbacks	F4D Annual Progress Report
Task Team Surveys	WB; F4D partners	Evidence of knowledge tools, and products used by WB experts for downstream work	F4D Annual Progress Report

ANNEX F4D's Contribution to Sustainable Development Goals

F4D PILLAR	CONTRIBUTION TO SDGS
<p>PILLAR 1: Strengthening Financial Sector Resiliency - Safe and sound financial systems</p>	<p>SDG 10.5: Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations</p> <p>SDG 16.4: By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime</p>
<p>PILLAR 2: Increased access to and usage of suitable, safe, sustainable, and affordable financial services for the poor and vulnerable groups⁴</p>	<p>SDG 1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to [...] financial services, including microfinance.</p> <p>SDG 5a: Undertake reforms to give women equal rights to [...] access to ownership and control over land and other forms of property, financial services, [...], in accordance with national laws.</p> <p>SDG 8.10: Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.</p> <p>SDG 10.c: By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 percent</p>
<p>PILLAR 3: Reduced financing gaps and broader coverage for business in real sectors</p> <p>PILLAR 4: More developed and competitive financial markets and increased private sector leverage</p>	<p>SDG 2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through [...] financial services, markets and opportunities for value addition and non-farm employment.</p> <p>SDG 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.</p> <p>SDG 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p> <p>SDG 9.3: Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.</p> <p>SDG 11.1: By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.</p> <p>SDG 13.2: Integrate climate change measures into national policies, strategies and planning.</p> <p>SDG 17.3: Mobilize additional financial resources for developing countries from multiple sources.</p>

⁴ For extensive evidence-based examples of the benefits of digital financial services for the 13 relevant SDGs, please see: Igniting SDG Progress through Digital Financial Inclusion (2023 edition).