

INDEPENDENT EVALUATION GROUP *Annual Report* 2013



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## IEG's Strategic Goal

IEG's strategic goal is to influence the World Bank Group's ability to achieve development outcomes globally and with its partner countries. To accomplish its goal, IEG:

- Provides independent, credible, and useful evaluations
- Ensures impartiality through the employment of a variety of rigorous methods that promote triangulation of findings from a cross-section of sources
- Generates new insights through the choice of what we evaluate; how we formulate evaluation questions; and which methodologies we use, including the use of the latest technology
- Facilitates learning through outreach activities that include the Boards of Executive Directors, World Bank Group management and staff, and the development and evaluation communities
- Fosters evaluation capacities of the World Bank Group and its partners to promote evaluative thinking and self-evaluation.

# Message from the Director-General, Evaluation



## **2013 has been a year of great accomplishments in IEG:**

- At the project level, we produced a record number of project validations and generated a series of high-quality PPARs, which are contributing to the operational knowledge base of what works and why. These products are the bedrock of our evaluation system.
- At the country level, we produced insightful reviews of the World Bank Group country strategies; completion reports that inform the Bank Group's Executive Board about past achievements; and select in-depth evaluations of country programs that have helped country teams focus on the effectiveness and impact of Bank Group country strategies.
- We have also produced a number of high-profile evaluations that generated important discussions on sector, thematic, and corporate issues, and our work on global programs has maintained a critical focus on the effectiveness of Bank Group performance in partnerships.
- We continued to scale up our learning and knowledge-sharing focus, with new products like systematic reviews of impact evaluations, implementation of the Management Action Record reform, and another outstanding Evaluation Week, during which we shared evaluation experience and techniques with a large group of people from within the Bank Group and outside.

In addition, we have made continuous progress in shaping, sharpening, and implementing our long-term agenda that builds on our incredibly strong foundation to build an IEG that will be successful for years to come. In these challenging times, with many changes occurring within and outside the World Bank Group, it is essential that we invest today in a legacy that we will leave for those that come after us and ensure IEG will remain as relevant and as strong as ever.

Looking ahead, the coming fiscal year sees a careful selection of major evaluations, a trade-off we made deliberately to create space and resources for new product lines that speak to the learning needs of the Bank Group Institutions. These products will create opportunities for IEG to showcase our knowledge and interact in constructive ways with operational staff and management. A number of pilots have been tested successfully during the year—more is to come, with the aim of ensuring that lessons are actually learned from independent evaluations and internalized in new policies, strategies, programs, and projects.

During the coming year we will also invest in our data handling and analytical capacities; tap into global data sets and see how they can be used to deepen the evidence we use in our evaluations; and invest in testing, adapting, and developing new methods. These changes are essential to continuously strengthen IEG's comparative advantage, while at the same time contributing to the World Bank Group's drive for greater focus on results, evidence-based decision making, and learning.

Caroline Heider



# 1 Delivering Our Work

As the landscape for developing countries continues to evolve, IEG faces a unique opportunity to deepen its impact and help accelerate the effectiveness of the World Bank Group. IEG's work in FY13 built on and extended the thematic focus of its earlier endeavors, with scaled-up learning and knowledge-sharing efforts surrounding its evaluations.



## CORPORATE, SECTOR, AND THEMATIC WORK

IEG's FY13 work program generated a cohesive set of insights and recommendations that reinforce each other. IEG delivered ten major evaluations, one impact evaluation, one country study, and Project Performance Assessment Reports (PPARs) on 31 operations. Table 1 on page 6 lists IEG's FY13 products, including its annual flagship *Results and Performance of the World Bank Group* (RAP).

The 2012 RAP drew attention to Bank Group achievements and the relative stability in the investment performance of the International Finance Corporation (IFC), despite a challenging operational environment. IEG identified several areas where attention could enhance Bank Group effectiveness and help it address upcoming development challenges: quality at entry and implementation support, thorough understanding of country and client circumstances, preparedness for future crises, working across institutional boundaries, and a sharper focus on learning from experience.

With the development paradigm shifting toward private investment, IEG conducted its biennial review of IFC and Multilateral Investment Guarantee Agency's (MIGA) development effectiveness. IEG concluded that IFC and MIGA have adapted to their growing responsibilities and are improving their monitoring and evaluation (M&E). IFC in particular has become a leading player in private sector development agency M&E; MIGA is more constrained by its business model and the youth of its self-evaluation model.

Other corporate evaluations included a review of IFC's Global Trade Finance Program, which IEG found to have been a relevant response to demand for trade finance risk mitigation in emerging markets, and to have significantly improved IFC's engagement in trade finance by introducing a flexible response platform to support the supply of trade finance.

Further insights into the importance of providing sustainable climate programs were included in IEG's third phase review of climate change. *Adapting to Climate Change* was a capstone for IEG's trio of climate evaluations. It reviewed

the impact of Bank Group efforts to deal with climate variability. IEG made a series of recommendations centering around the incorporation of climate risk management into program design and developing local measures of adaptation-related outcomes.

In *Managing Forest Resources for Sustainable Development*, IEG concluded that the Bank's strategy, developed a decade ago, is still valid and in line with the overall mission of the Bank Group. Managing trade-offs and exploiting synergies among the three goals of poverty reduction, economic development, and conservation have proven difficult in implementation, with greater success along the last goal. Bank Group management agreed on seven of IEG's recommendations, and IEG has held bilateral discussions within the Bank and externally to disseminate the findings and generate discussion around the topic. The World Bank Group's new Forest Action Plan, scheduled to be launched between January and March 2014, has taken into account many of IEG's findings—especially the need to conceptualize and design means to achieve poverty reduction in forest-related operations.



Selling produce in a village market in Gualaceo, Ecuador. In its evaluation of the Bank Group's response to the 2007–08 food crisis, IEG recommended that the Bank Group better target the people most vulnerable to price fluctuations.

IEG also assessed the Bank's response to the global food crisis. In June, *The World Bank Group and the Global Food Crisis* was highlighted in a presentation that was webstreamed to country offices. IEG assessed the effectiveness of the Bank Group in enhancing the resilience of countries to future shocks. Its recommendations included ensuring that response programs have sufficient budgets, developing quality assurance procedures, helping countries target the most vulnerable people, and identifying practical mechanisms to monitor outcomes.

Over the past decade, the World Bank, IFC, and MIGA have committed about \$50 billion for operations or guarantees in the transport sector; yet inadequate operations

and maintenance have remained a concern. *Improving Institutional Capability and Financial Viability to Sustain Transport* assesses the effectiveness of World Bank Group support to countries in sustaining the provision of transport infrastructure and services; it distills lessons on the factors contributing to sustained transport. IEG organized a presentation on this evaluation during the April World Bank Group/International Monetary Fund Spring Meetings as part of the Civil Society Forum. It carried out a series of dissemination activities targeting the World Bank's regional transport units as well as IFC and MIGA audiences. IEG will continue its review of Bank Group infrastructure work with an evaluation of sustainable energy access.



The development community faces increasingly nuanced and complex challenges as the focus on shared prosperity sharpens. IEG contributed to input for effective strategies with a first-ever evaluation of the Bank Group's support for innovation and entrepreneurship. This evaluation concluded that the Bank Group's portfolio of relevant interventions over the past decade could be enhanced by a clearer vision of how innovation can solve development problems.

Last year IEG introduced into its strategy a focus on the Millennium Development Goals (MDGs). One evaluation in particular targeted the goals: *Delivering the Millennium Development Goals to Reduce Maternal and Child Mortality*. IEG extended its reach with this impact evaluation, which incorporated evidence from rigorous impact evaluations to provide a thorough assessment of attributable improvements in outcomes—and thus promote a deeper understanding of barriers to progress. IEG's synthesis of research-derived evidence can offer lessons for the wide development community.

## COUNTRY AND GLOBAL PROGRAMS

In FY13 IEG completed a Country Program Evaluation for Afghanistan. IEG broke new ground by using social media to gather information to supplement its traditional methodology, giving the evaluation team unique insight into the country situation. IEG found that Bank Group assistance has achieved substantial progress toward most of its major objectives in Afghanistan, although risks to development outcomes remain high. IEG's dissemination of its findings reached new levels of influence as well, as IEG presented directly to Afghan

government officials and policy makers, donor organizations, and other evaluators in an "ideas workshop." The opportunity arose from the fact that several aid agencies were undertaking parallel evaluations of their own programs in Afghanistan. Those bodies took the lessons from IEG's and their own studies back to the region to integrate into strategies as Afghanistan prepares for its 2014 transition, when international forces leave the country.

The Afghanistan evaluation, along with the FY12 Country Program Evaluation of Liberia and earlier evaluations of Timor-Leste and the West Bank and Gaza country programs, served as the basis of IEG's assessment of World Bank work in fragile and conflict-affected states. This had been scheduled for FY13 delivery but will be disclosed in early FY14.

IEG reviewed two global and regional partnership programs in FY13, one in the agriculture and environment arena and one in social development and protection. The Forest Carbon Partnership Facility helps countries benefit from future large-scale payments for reduced emissions from deforestation and degradation. Given the scale and cross-sectoral nature of this effort, IEG noted that the Facility needs enhanced alignment with the Bank and greater integration with country programs to be more effective. The Global Facility for Disaster Reduction and Recovery mainstreams disaster risk reduction and climate change adaptation in country strategies and facilitates regional cooperation in these areas. IEG's review recognized the many roles the World Bank plays in the Facility.

TABLE 1 | IEG FY13 Products

<b>Corporate Evaluations</b>	<i>Results and Performance of the World Bank Group 2012</i>	
	<i>Biennial Report on Operations Evaluation: Assessing the Monitoring and Evaluation Systems of IFC and MIGA</i>	
	<i>Evaluation of IFC's Global Trade Finance Program</i>	
<b>Sector/Thematic Evaluations</b>	<i>Adapting to Climate Change: Assessing the World Bank Group Experience (Phase III)</i>	
	<i>The World Bank Group and the Global Food Crisis</i>	
	<i>Improving Institutional Capability and Financial Viability to Sustain Transport: An Evaluation of World Bank Group Support Since 2002</i>	
	<i>Managing Forest Resources for Sustainable Development</i>	
	<i>World Bank Group Support for Innovation and Entrepreneurship</i>	
	<i>Knowledge-Based Country Programs : An Evaluation of World Bank Group Experience</i>	
<b>Impact Evaluations</b>	<i>Delivering the Millennium Development Goals to Reduce Maternal and Child Mortality: A Systematic Review of Impact Evaluation Evidence</i>	
<b>Country Program Evaluation</b>	<i>Afghanistan Country Program Evaluation, 2002–11</i>	
<b>Country Assistance Strategy Completion Report Reviews (by country)</b>		
Belarus	Gambia, The	Papua New Guinea
Benin	Guatemala	Republic of Congo
Burundi	India	Senegal
China	Indonesia	Timor-Leste
Croatia	Malawi	Zambia
Democratic Republic of the Congo	Nicaragua	
Ethiopia	Niger	
<b>Global Program Reviews</b>	Forest Carbon Partnership Facility	
	Global Facility for Disaster Reduction and Recovery	
<b>Project Performance Assessment Reports (by country<sup>a</sup>)</b>		
Afghanistan	Programmatic Support for Institution Building I	
Afghanistan	Programmatic Support for Institution Building II	
Afghanistan	Programmatic Support for Institution Building III	
Afghanistan	Strengthening Institutions Development Policy Grant	
Croatia	District Heating	
Croatia	Energy Efficiency	
Croatia	Renewable Energy Resources	
Dominican Republic	Early Childhood Education	
Dominican Republic	Public Finance and Social Sector Development Policy Loan	
Gambia, The	The Gambia Gateway Project	



## Project Performance Assessment Reports (by country<sup>a</sup>) continued

Ghana	Land Administration
India	Kerala Rural Water Supply and Environmental Sanitation
India	Maharashtra Rural Water Supply and Sanitation Project
Malawi	Community-Based Rural and Land Development
Nepal	Avian Influenza Control
Nigeria	Avian Influenza Control and Human Pandemic Preparedness and Response
Romania	Avian Influenza Control and Human Pandemic Preparedness and Response
Sierra Leone	Food Price Crisis Response Development Policy Grant
Sierra Leone	National Social Action Project
Sri Lanka	Education Sector Development
Sri Lanka	Improving Relevance and Quality of Undergraduate Education
Tajikistan	Avian Influenza Control and Human Pandemic Preparedness and Response
Tanzania (8)	Poverty Reduction Support Credits 1–8
Tunisia	Agricultural Support Services

## Approach Papers

<i>Brazil Country Program Evaluation</i>	<i>Reform of Health Systems</i>
<i>Evaluation of IFC's Global Trade Finance Program</i>	<i>Results and Performance of the World Bank Group 2013 (Concept Note)</i>
<i>GAVI Global Program Review</i>	<i>Support to Small and Medium-Size Enterprises</i>
<i>Investment Climate Reform</i>	<i>Tunisia Country Program Evaluation</i>
<i>Maternal and Child Health Impact Evaluation</i>	<i>The World Bank and Public Procurement</i>
<i>Public-Private Partnerships</i>	<i>World Bank Group in Fragile and Conflict-Affected States</i>

## Evaluation Capacity Development Publications

*Toward Building Performance-Oriented Management in China: The Critical Role of Monitoring and Evaluation and the Long Road Ahead*  
*Designing a Results Framework for Achieving Results: A How-To Guide*

## Cluster Reports

*Environmental and Social Sustainability in IFC Projects: From Safeguard Policies to Performance Standards*  
*Smooth Sailing or Rough Seas? Development Outcomes in Infrastructure*

## Other Documents

IEG Work Program and Budget (FY14) and Indicative Plan (FY15–16)  
 Regional Updates

a. This list is by country and operation for which the PPAR was done. There are several instances of a single document covering multiple countries; many of the operations in a single country are grouped into a single document. Also listed are the economic and sector work and technical assistance (as they are evaluated in the same documents as the project).







## PROJECT EVALUATIONS

IEG also evaluates the Bank Group's work at the project level. These products are the evidence base for larger evaluations. For the World Bank, they include independent, field-based PPARs—these assess project achievements, rate projects for accountability purposes, and clarify lessons from experience. In FY13, IEG produced a record number of project validations and generated PPARs on 31 operations, including work on education in southeast Asia and the Caribbean and on avian flu control efforts in Tajikistan, Nigeria, Romania, and Nepal.

## VALIDATION OF SELF-EVALUATIONS

In addition to PPARs, IEG does validations of completion reports, which are evaluations that project teams write at the end of each project's life-cycle. IEG reviews 100 percent of all the Country Assistance Strategy Completion Reports (CASCRs) and Implementation Completion and Results Reports (ICRs) that are submitted to the Board for World Bank and MIGA projects.

For IFC, IEG reviews 100 percent of the CASCRs for which IFC has significant operations and 50 percent of reports for IFC projects otherwise. These reviews cover both investment and advisory services.

In addition, IEG now discloses ICR Reviews and their ratings. In FY13, IEG produced 295 ICR Reviews. This information will directly help the development community understand what works, in what situations, and why. Approximately 2,000 ICR Reviews are disclosed so far on IEG's website.

IEG also completed 80 Expanded Project Supervision Report (XPSR) Reviews, 8 Public Expenditure Reviews, 76 Project Completion Report Reviews, and 6 validation notes during the year.

## CLUSTER AND SYNTHESIS REPORTS

IEG completed two cluster reports in FY13. *Smooth Sailing or Rough Seas? Development Outcomes in Infrastructure* offered pertinent observations on IFC's infrastructure operations and was well received by participants at the webstreamed launch. Senior IFC staff exchanged information, highlighting important takeaways for practitioners and evaluators.

A second cluster report focused on environmental and social (E&S) accountability of IFC projects. IEG found that improved appraisal and supervision of financial sector projects corresponds with increased E&S staff resources for the sector but indicated that more could be done to address the concerns of poor client commitment, implement social and environmental management systems, verify subproject compliance with performance standards, and build capacity and partnerships with E&S service providers. The review suggested ways IFC could improve project performance and reporting quality.

Terraced fields in Vietnam. IEG reviewed the Bank Group's management of forest resources and found that, in contrast to farmland, the Bank strategy on forests put poverty alleviation and economic development on equal footing with conservation.



## 2 Learning from Our Work

IEG's ultimate objective is to help the World Bank Group be even more effective in achieving its own challenging goals of poverty eradication and shared prosperity. To successfully do this, IEG employs a multitude of tools to share the lessons from its evaluations with the development community.



## LEARNING EVENTS

One of the ways IEG helps foster learning is by holding events that focus on lessons from its evaluations. For example, IEG presented on its FY12 youth employment evaluation at the Annual Meetings in Tokyo and at the Indian Society of Agronomy conference in Delhi. This evaluation gained a lot of traction in FY13. IEG team members participated in videoconferences in Tunis and in Capetown. The Islamic Development Bank asked the team to brief country directors on the report, and the Norwegian Agency for Development Cooperation is providing funds to disseminate the findings. In addition, the 2013 World Development Report focused on jobs, and the WDR team called on IEG for insights. IEG staff are participating in a mid-term review of a youth employment program in Ghana—the first time IEG has been invited by the Bank to join such a mission.

Box 1 on Evaluation Week summarizes IEG’s annual event. Through this event IEG seeks to help the development community learn and apply lessons.

### BOX 1 | Evaluation Week

Evaluation Week is more than a forum to recognize and promote good practice in evaluation. Its goal is also to share knowledge and lessons among a variety of audiences. This year the week kicked off with a session called “Learning for Success: Evaluation in a Changing World.” It highlighted the opportunity for participants to talk about how to sustain the practice of quality evaluations.

The week featured multiple how-to learning sessions, luncheon panel discussions, debates, a poster session, and the IEG Good Practice Awards. These awards—more than 10 this year—recognize strong performance in design, implementation, and/or M&E that contribute to greater development effectiveness—which is the underpinning of IEG’s core mission and values.

This March, IEG hosted more than 25 learning sessions that ranged from sharing knowledge on how to write good ICRs and XPSRs to why

it is important to mainstream M&E results into public budgeting decisions. The events were open to external participants, who learned about them through IEG’s website, social media, or promotional emails. Tweets and retweets of the live-stream sessions totaled more than 160; and more than 74,000 people viewed IEG’s postings about Evaluation Week on Facebook. In evaluations of the sessions, more than 50 percent of attendees rated the sessions as useful to their jobs, relevant to the World Bank’s mission to fight poverty, and effective in helping them learn about the subject.

Evaluation Week now draws more than 1,000 internal and external evaluation participants—it brings together people who are committed to pursuing evidence-based approaches and sharing their thoughts on the field.

## COMMUNICATION AND LEARNING

A key part of sharing knowledge is communication. In its desire to maximize the effectiveness of its communications efforts, IEG commissioned a stakeholder assessment. A firm with global experience conducted interviews and surveys to find out how IEG was perceived by internal and external stakeholders. The result was an improved framework for developing communication plans around major evaluations. Another result of the exercise was the development of a constituent relationship management database, which will enable targeted and thus more effective dissemination and learning. Based on the feedback, IEG has developed an action plan to

enhance communication and more effectively position itself as the premier source of evaluation knowledge on development issues.

In FY13 IEG instituted a Learning Task Force (see page 18). Staff on this committee researched learning organizations and reported that such organizations must be committed to ongoing learning at all levels. Thus, for IEG to enhance the Bank Group's effectiveness, IEG must also commit to helping the Bank Group and its clients learn. The committee recommended a number of steps for IEG to take along this path, including addressing perceived "disconnects" between stakeholders' image of IEG and its strategic aims of focusing on learning,



Trying out a cordless touch pen at a conference on information and communications technology. IEG's evaluation of Bank Group support for innovation recommended that the Bank Group articulate how it will use innovation to solve development problems.



examining how IEG could engage in evaluation of Bank Group work earlier but maintain its independence, and pursuing opportunities to make full use of many audiences learning from its work.

### **New Products**

The stakeholder assessment played into IEG's efforts to make full use of learning from its work, as did a gap analysis (see page 17). The systematic review of impact evaluations and the cluster reports noted in chapter 1 also convey lessons in a new way.

As outlined in the FY14–16 work program that was approved at the end of FY13, IEG is developing new products that will be more useful to its various audiences and that will emphasize learning. For example, for select macro evaluations, IEG will reintroduce interim outputs to share with Bank Group management, to foster dialogue through the evaluation process. IEG will ramp up its own distillation of knowledge by developing new synthesis products that distill lessons learned, good practices, and key findings across all evaluation work. New high-quality learning programs based on IEG work will be designed and implemented, as well as improved tools for effective knowledge sharing.

### **Making Lessons from Evaluation Accessible**

During FY13, IEG revamped both its external and internal websites, with the new pages launching in early FY14. They are organized in a much more intuitive manner, with improved accessibility to evaluations and evaluative evidence. The websites utilize a more robust search engine—the goal being to incorporate data accessibility into the Web.

The myriad data sources now available to researchers can enhance information triangulation and enrich IEG's evaluations. Thus, IEG is working to find and use methods to access these data and use them in its analyses. These methods can offer greater insight from data to staff and external researchers.

In FY12 IEG relaunched E-LRN, a database of lessons from IFC investment projects. During FY13, IEG continued to develop, redesign, and expand the database. Its new, broader objectives include allowing Bank Group staff to interact with the lessons, provide feedback, customize screens, comment, and access lessons from MIGA, in addition to those from IFC. When released, the enhanced E-LRN will incorporate a new search capability that is more powerful, and the increased access will allow more staff to learn and apply the lessons. Further tools are being developed, and the entire system will be piloted early in FY14.

# 3 Improving Our Work

In FY13 IEG made steady progress toward implementing its long-term agenda. The four pillars of the agenda—doing the right things, doing them right, generating and sharing knowledge, and managing its human capital—continue to direct IEG’s work program so it contributes strongly to ongoing improvement in evaluation and development effectiveness.



## IEG LONG-TERM AGENDA

In late FY13, the World Bank Group began a major change management process to address its two new goals of ending extreme poverty and boosting shared prosperity. IEG is well positioned to help the organization respond to these new goals. Within its strategic pillars is a strong learning agenda, which will be a significant force in helping the Bank Group transition to its new working environment.

In response to the changing external and internal landscape, IEG launched a renewal effort to sharpen its strategic focus and deepen its impact. As noted in chapter 2, this long-term agenda draws on consultations with a wide variety of World Bank Group stakeholders. The agenda ensures that IEG is well equipped to attain its objective of influencing evidence-based decision making and change that will improve the World Bank Group’s development effectiveness and allow IEG to continue as a leader in the evaluation field (see Figure 1).

FIGURE 1 | IEG Long-Term Agenda





Fostering learning spans the spectrum of improving development results—hence IEG’s commitment to becoming a learning organization: choosing evaluations that will help stakeholders learn, engaging with the development community to foster knowledge exchange, and holding internal and external learning events and disseminating useful products.

### Client Survey

Every year IEG conducts a client survey. The goal is to determine whether IEG is meeting client needs and how clients perceive IEG’s impact. This year, the survey was developed to allow those not familiar with IEG to

screen themselves out of the survey. In this way, the data collected were more accurate and valuable.

Respondents included World Bank Group Board members and advisors, Bank Group staff, and external stakeholders. The first part of the survey focused on general perceptions of and attitudes toward IEG; the second part gathered feedback on specific evaluation products. Response rates ranged from 3.2 percent (external stakeholders) to 13.7 percent (internal).

Ratings on overall satisfaction with IEG’s evaluation products have remained stable and high among external and Board respondents.

TABLE 2 | Overall Satisfaction with IEG’s Products

Audience and Year	Very Satisfied	Satisfied	Somewhat Satisfied	Dissatisfied
<b>Board</b>				
2012 <sup>a</sup>	18	64	18	—
2011 <sup>b</sup>	21	56	21	3
<b>External</b>				
2012 <sup>c</sup>	31	47	19	3
2011 <sup>d</sup>	26	55	16	4
<b>Bank Group Staff</b>				
2012 <sup>e</sup>	9	37	34	8
2011 <sup>f</sup>	10	51	26	6

**SOURCE** GlobeScan.

**NOTE** Responses for “neither satisfied nor dissatisfied” are not included. a. N = 22; b. N = 39; c. N = 237; d. N = 571; e. N = 251; f. N = 709.

However, they have decreased among staff respondents (see Table 2). IEG noted with concern this decline; it is committed to remaining in contact with staff to assess what products will enhance their learning.

IEG uses findings from the client survey to make choices regarding what it does and how.

### **Doing the Right Things**

IEG has taken several steps to clarify its strategic objectives and ensure greater alignment of its work with the Bank Group's evolving priorities and the change management process.

First, a gap analysis was completed to assess the coverage of IEG evaluations over the past five years and identify knowledge gaps where IEG evaluation work would add value. The analysis flagged a few issues: two sectors with less coverage—energy and mining and finance; a weak focus on cross-cutting themes relating to gender and inclusion, risk management, regional integration, and urban development; and a need for more coverage on some elements of the corporate reform agenda, such as new results instruments, the open development agenda, and global mobility.

Second, IEG also completed an analysis of its coverage of the MDGs. This confirmed that IEG's evaluations—completed and planned—are providing good coverage of Bank Group performance regarding the MDGs. However, only 4 of the 21 MDG targets or subtargets have been met worldwide; IEG committed to a special focus on evaluation topics that will enhance the Bank Group's understanding of how its work can accelerate progress toward the goals.

Third, annual work program consultations with the World Bank Executive Directors and Bank

Group senior leadership identified key strategic priorities. These include a stronger focus on the drivers for inclusive growth and accelerating operational and organizational effectiveness.

Finally, IEG continued to refine the selectivity framework that was introduced in FY12 to assess the priority of every proposed evaluation. It has also continued to refine its Results Framework to ensure a close linkage between evaluation products and desired outcomes.

Based on this review, IEG has introduced several adjustments to the FY14–16 work program. It will exhibit increased selectivity for macro and country-level evaluations to ensure they are relevant to Bank Group strategic priorities. To enhance the relevance of and efficiency of country-level evaluations, IEG is introducing new clustered Country Program Evaluations that facilitate cross-country learning. It is also working with Bank Group management to harmonize the methodology for assessing Country Assistance Strategy performance. To enhance the effectiveness of project-level evaluation and validation, IEG will increasingly cluster projects within PPARs to promote cross-project learning. It is also reviewing the scope for moving from 100 percent coverage to targeted sampling for review of World Bank ICRs.

### **Doing Things Right**

Last year, IEG developed and launched new quality standards for approach papers for evaluations. These improved preparatory work and overall quality. In FY13, IEG launched new work to improve the quality assurance process, including clarifying roles and responsibilities, developing guidelines on the use of expert advisory panels, and introducing a "quality enhancement review" process. This focus on

methodology and standards will continue, including development of guidance materials and the continuous development of new methods and technologies to enhance quality.

IEG launched its new Management Action Record (MAR) System in April 2013. This automated recommendation tracking tool is part of a broader reform effort between IEG and Bank Group management around the engagement of evaluation findings and recommendations. It was jointly developed by the Bank, IFC, MIGA, and Information Management and Technology, with IEG leading the effort. This central repository will house the findings, recommendations, management responses, detailed action plans, ratings, and the implementation status. This new MAR will make it easier to translate information into best practices and learning. It is a valuable contribution to the broad effort of building the Bank Group into a solutions bank.

### **Generating Learning and Knowledge Sharing**

Evaluation is useful only when it generates evidence to inform and improve decision making. IEG developed new learning materials and training programs, has worked to make its evaluations and data more accessible to audiences, and began developing new tools for searching and analyzing IEG documents. Most important, IEG is participating in the development of a Bank-wide community of practice in evaluation that will facilitate learning and exchange among staff.

**LEARNING ORGANIZATION** IEG management invited a recognized expert on learning organizations to present to staff regarding good practices for learning organizations. As a result, the IEG Learning Task Force was established.

The goals of this group are to help IEG become a true learning organization and to facilitate learning by others from the evaluations IEG produces. Staff have conducted research on what it means to be a learning organization and already identified actionable steps IEG can take along that road. Being a learning organization means the learning and evaluation never stop—as IEG continues to adapt to learn and lead in the development evaluation world.

**DATA SHARING AND MANAGEMENT** In FY13 IEG continued to seek to improve knowledge sharing and productivity. It implemented systems that support the Access to Information policy and expanded the use of text analytics. It installed and implemented state-of-the-art technology in meeting rooms to facilitate information sharing. This allows discussion, presentations, and collaboration with World Bank Group staff and others around the world.

In addition, IEG has begun to tap into text analytics capabilities—that is, quantitative data are easily analyzed, but tools are becoming available that allow text to be analyzed for correlations and latent linkages that could corroborate evaluative findings. With these initiatives in place, IEG will begin tapping into “Big Data” to enhance the quality of its work.

IEG recognizes that such tools can transform the way it works with data. In FY13, it began to mainstream data into its evaluations with a pilot project: staff used large-scale satellite data to measure deforestation and came up with trends, which they then linked with Bank Group policies to analyze the effects such policies may be having on the environment and indigenous peoples. This pilot is a precursor to what IEG can incorporate in its future evaluations.



In addition, IEG piloted the use of inclusive data collection methods, including social media surveys and comments and new information technology tools, in selected evaluations.

IEG also implemented new software programs such as Tableau—which helps researchers quickly analyze, visualize, and share information in real time—to allow audiences to better research and analyze IEG documents and support the Bank Group-wide community of practice. As part of that effort, IEG made Tableau available to IFC staff for analyzing XPSR results.

### Investing in People

IEG strives to have a professional culture of integrity, technical excellence, and high quality. To nurture talent, IEG has put in place a framework to attract, motivate, and manage people who demonstrate world-class excellence in evaluation. It launched a talent review exercise to help identify the right mix of formal training, mentoring, and on-the-job development opportunities to equip staff at all levels with the knowledge and skills they need to grow professionally. These efforts include a formal mentoring program, established in response to staff requests; the focus on becoming a learning organization; and the development of evaluation competencies—a first in the history of the Bank Group.

### LOOKING FORWARD

IEG is committed to delivering high-quality products with a learning focus, to contribute to its overarching learning agenda. In the coming year, IEG will revamp its results framework as it increasingly focuses on learning objectives. As part of that process, IEG will use selectivity

frameworks earlier in the evaluation process to ensure the relevance of its work to the development community. That also means that IEG will continue to strengthen its consultation processes, particularly as it develops its work program.

To enhance the credibility and quality of its work, IEG will establish several task forces to provide technical guidance to staff on improving analysis using qualitative and quantitative methods, as well as to ensure that considerations of data, gender, safeguards, and inclusive growth and shared prosperity are incorporated into major evaluations. Seminars and presentations will involve staff-wide participation. The Learning Task Force will also continue its work to help IEG evolve into a true learning organization.

IEG also plans to address key information technology and information management issues in the coming year. This includes establishing a high-quality search function that covers all document collections relevant to IEG's evaluation research. IEG will also continue developing and enhancing its electronic publishing model, and it will expand the use of text analytics for greater insight and productivity.

IEG has the opportunity to innovate and introduce new methodologies and establish processes that ensure independent engagement that will foster learning. Because it has made strong progress along its long-term agenda, IEG can continue to deepen its impact. This progress—and the agenda itself—positions IEG to contribute effectively to the World Bank's Group bold vision of eradicating extreme poverty and boosting shared prosperity.

# Appendix: Fiscal Year 2013 Spending

TABLE A.1 | IEG Deliverables and Spending

	FY11	FY12	FY13		
			Planned	Actual	Percent
<b>Deliverables (Number)</b>					
Major Evaluations	14	8	12	11	83
Corporate Evaluations	3	2	3	3	100
Sector and Thematic Evaluations	7	4	7	6	71
Country Program Evaluations	2	1	1	1	100
Impact Evaluations	2	1	1	1	100
<b>Project Evaluations and Global Program Reviews</b>					
Project Performance Assessment Reports	46	40	N/A	31	N/A
Global Program Reviews	5	1	3	2	67
<b>Validations</b>					
Total	376	414	478		
Implementation Completion Reports	234	178	295		
Country Assistance Strategy Completion Reports	13	20	19		
Project Completion Reports	65	130	76		
Expanded Project Supervision Reports	64	75*	80		
MIGA Validations	5	11*	8		
<b>Spending (\$ Millions)</b>					
Total Spending	33.5	32.5	33.8		

\*Includes validations and independent project evaluations.

TABLE A.2 | IEG Staffing

	FY11	FY12	FY13
<b>Staffing (Number)</b>			
Total Staff	108	98	107
<b>By Grade</b>			
GA–GD	25	22	23
GE	14	9	7
GF	17	20	22
GG	21	20	26
GH	24	20	22
GI and Above	7	7	7

**NOTE** World Bank Group staff levels are denoted by letters. Representative job titles per level are as follows: GA – Office Assistant; GB – Team Assistant; GC – Program/Information Assistant; GD – Senior Program Assistant/Information Specialist/Budget Assistant; GE – Analyst; GF – Professional; GG – Senior Professional; GH – Manager/Lead Professional; GI – Director/Senior Advisor.



The Independent Evaluation Group (IEG) is an independent unit within the World Bank Group. It reports directly to the Boards of Executive Directors, which oversee IEG's work through the Committee on Development Effectiveness. IEG is charged with evaluating the activities of the World Bank (the International Bank for Reconstruction and Development and the International Development Association), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA).

The goal of evaluation is to influence the World Bank Group's ability to achieve development outcomes globally and with its partner countries by providing impartial, evidence-based assessments and lessons on drivers of success and failure. Sharing these insights through a variety of channels and engaging stakeholders in a discussion on follow-up actions ensure that lessons are learned and necessary improvements are made.

## Improving the World Bank Group's Development Results through Excellence in Evaluation

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