



IEG
INDEPENDENT
EVALUATION GROUP

WORLD BANK GROUP
World Bank • IFC • MIGA



evaluations
that matter
2016 annual report

WHAT WORKS

About IEG

The Independent Evaluation Group (IEG) is an independent unit within the World Bank Group. It reports directly to the World Bank Group's 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 IEG's evaluation work is to influence the World Bank Group's ability to achieve development outcomes globally and with its member countries by providing impartial, evidence-based assessments and lessons on drivers of success and failure. IEG shares these insights through a variety of channels and engages stakeholders to ensure that lessons are learned and necessary improvements are made.

All evaluations discussed in this report are available on IEG's website: <http://ieg.worldbank.org>.

How IEG contributes to the work of the World Bank Group

IEG seeks to accelerate World Bank Group's development effectiveness through independent evaluation.

We aim to deliver

- independent, credible, and useful evaluations;
- impartiality through the employment of rigorous methods that promote triangulation of findings from a cross-section of sources;
- 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;
- learning through outreach activities that target our key stakeholders, including the Boards of Executive Directors, World Bank Group management and staff, and the development and evaluation communities; and
- developing evaluation capacity for the World Bank Group staff, clients, and partners.

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message from the director-general



This has been an important year for the development community and the World Bank Group.

In September 2015, world leaders came together to adopt the new Sustainable Development Goals (SDGs), which will underpin a coordinated global effort to end extreme poverty, fight inequality and injustice, and fix climate change. In December, 175 countries and the European Union made commitments to reduce global carbon emissions and limit global warming to 2°C (3.6°F).

Along with renewed optimism, the year brought many new challenges—including a slowing global economy, political and economic volatility, new pandemics, and a deepening refugee crisis, among others.

Amidst all these changes, the World Bank Group remains an important actor on the global stage. Demand for World Bank Group support continues to grow. Total commitments rose to more than \$64 billion for the fiscal year, which ended June 30, 2016. Internally, the World Bank Group is evolving its strategy in a changing world, building on the twin goals to eliminate extreme poverty by 2030 and boost shared prosperity, as measured using the income of the bottom 40 percent in any given country.

To achieve the twin goals in a sustainable manner, the World Bank Group has to be able to learn from its successes and failures, to better understand what works and the reasons why, and to use these insights to inform decision making and future action.

As the 2015 external review of IEG noted, “The success of the Bank [Group’s] strategy depends heavily on creating a results-oriented culture of learning within the [World Bank Group], and on the steady flow and use of high-quality, timely, and context-sensitive self and independent evaluation evidence about what does and does not work for cycles of course corrections, continuous improvement and accountability across the larger Bank system.”

For IEG, this means we must be able to deliver evaluation insights when they matter to inform stakeholder decisions in real-time.

To this end, IEG has realigned its work to better support the implementation of the World Bank Group’s strategic new directions and to deliver timely, relevant evaluation evidence to strengthen the World Bank Group’s development effectiveness.

Evaluations That Matter...

Our theme for this year's annual report, "Evaluations That Matter," reflects IEG's commitment to influencing the World Bank Group's agenda through insights that are timely, useful, and targeted at the most critical development challenges.

During 2016, we took several important steps to position IEG's work for greater influence and impact within the World Bank Group and the broader development community.

Our major evaluation products—at the sector, thematic, country, and project level—focused on some of the most critical challenges faced by the World Bank Group and its member countries. Key evaluations during the year looked at the World Bank Group's role in supporting capital markets development; small states; fragility, conflict, and violence prevention; electricity access; jobs and industrial competitiveness; and a number of other important areas. At the corporate level, we assessed the Bank Group's self-evaluation systems. To ensure that our evaluations indeed mattered, we also expanded our outreach efforts to various key stakeholder groups within and outside the World Bank Group.

Internally, we reorganized our structure and introduced three overarching Strategic Engagement Areas to better link our work

to the World Bank Group's operational priorities and maximize IEG's contribution. These are inclusive growth, sustained delivery for the poor, and environmental sustainability.

We continued to refocus our work around two strategic objectives: deepening evidence on the results of World Bank Group activities (what works) and generating evidence on the early implementation experience of the World Bank Group's new strategy (real-time learning).

IEG continues to engage constructively with the World Bank Group's Board and management. One of the key areas of our engagement during the last year addressed the recommendations of the 2015 external review of IEG. In this report, we highlight some of the actions that we are implementing in response to the review.

I am excited at what we were able to accomplish this year. With the launch of our new strategic engagement areas, IEG has a unique opportunity to contribute more effectively to the World Bank Group's priorities in the coming years. I look forward to our continued engagement.

Caroline Heider
Director-General, Evaluation

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generating insights

improving outcomes





evaluations that matter

An Overview of IEG's Evaluation Activities during the Year

In keeping with our goal of informing the World Bank Group's activities and operations with timely, relevant evaluations, IEG refocused its work during the year. We introduced three strategic engagement areas (SEAs)—Inclusive Growth, Sustained Service Delivery for the Poor, and Environmental Sustainability.

The strategic engagement areas aim to drive a more selective, coordinated, and focused approach within the organization and align IEG's evaluation work more closely with the World Bank Group's priorities. The SEAs are also a platform for more effective stakeholder engagement—ensuring that IEG and Bank Group management engagement, for example, is focused on the most critical development challenges.

IEG delivered a number of influential products during the year under each of the strategic engagement areas.



“The SEAs are also a platform for more effective stakeholder engagement—ensuring that IEG and Bank Group management engagement, for example, is focused on the most critical development challenges.”



Inclusive Growth

Generating growth that creates jobs, and is inclusive, resilient, and sustainable is a major development challenge. Over the year, IEG completed three evaluations to assess the World Bank Group’s role in this important area.

Jobs and Competitiveness

Productivity, competitiveness, and more and better jobs are key to economic development and are at the top of government development agendas. Supporting industry competitiveness has been an important part of World Bank Group activities. IEG evaluated the **World Bank Group’s support toward promoting industry productivity and competitiveness**, and examined the implications of improved industry competitiveness for employment. The evaluation highlighted the problem of deindustrialization in developing countries, particularly in Africa, and the World Bank Group’s role in providing support for manufacturing and industry development.

IEG found that the World Bank Group’s support was strongest in the areas of country priorities and country-level competitiveness but less so in promoting competitiveness around management skills and manufacturing. Overall, the WBG has not had a distinct, overarching approach to supporting industry competitiveness in the last decade. IEG’s report recommends that the World Bank Group clarify its approach to industry-level support for competitiveness, while paying closer attention to its job effects.

FINANCING FOR DEVELOPMENT



In July 2015, Finance Ministers and development partners convened in Addis Ababa, Ethiopia, to discuss strategies for financing the global development agenda.

IEG participated in the conference and contributed a synthesis paper to inform the discussions. Drawing relevant insights from evaluating World Bank Group projects, IEG outlined several examples and experiences, highlighting what has worked in raising development finance, and how to increase the value for money through improving effectiveness, efficiency and outcomes.

The paper is available at <http://ieg.worldbank.org/f4d>.

Upcoming evaluations in FY17 in the area of inclusive growth will look at the World Bank Group's activities in the areas of tertiary education and rural non-farm employment.

Financial Markets

Mobilizing financing for development is a critical element in the drive toward eliminating extreme poverty, boosting shared prosperity, and achieving the new sustainable development goals. Recognizing the constraints on public finance and overseas development assistance, many countries are increasingly turning toward market-based solutions.

IEG's evaluation of the **World Bank Group's contribution to capital markets development** sought to assess whether the World Bank Group has been relevant, effective, and efficient in supporting the development of domestic capital markets in client countries.

A related learning product on the **World Bank Group's support to housing finance** drew lessons from past experience to explore how best to meet the SDG's target of ensuring access for all to adequate, safe, and affordable housing by 2030. The report also underscored the importance of supporting functioning capital markets as a basis for mobilizing sustainable housing finance.



Sustained Service Delivery for the Poor

Access to social services is essential for poverty eradication. Although many countries devote increasing proportions of their spending to essential public services such as health and education, it is unclear how much of this actually reaches poor people. IEG’s work in this area focuses on identifying what works and what doesn’t in service delivery within an environment that underscores the need for client responsiveness, sustainability, voice for the poor, and overall accountability and good governance.

To this end, IEG is refining its methodological frameworks to better assess the service delivery models and behavior change interventions that underpin the World Bank Group’s focus on sustained service delivery to the poor.

Providing Sustainable Access to Electricity

In 2015, IEG completed a major evaluation, *World Bank Group Support to Electricity Access, FY2000–2014*, looking back over a 15-year period. The evaluation pointed out that low access countries (most of them in Sub-Saharan Africa) would collectively need a 10-fold increase in the pace of new connections if the global goal of sustainable energy for all by 2030 is to be realized.

A follow-up assessment in 2016 looked at the **financial sustainability of the electricity sector** in developing countries—an issue of paramount importance, particularly in Sub-Saharan Africa. In addition, work is underway to assess the potential for “off-grid electrification”—to be finalized in the coming fiscal year.

Upcoming evaluations in FY17 will look at four areas: urban transport, water supply and sanitation, nutrition, and gender impacts in community-driven development.

Environmental Sustainability

Promoting sustainable patterns of consumption and production and protecting and managing the natural resource base are at the core of the World Bank Group’s twin goals of eradicating extreme poverty and boosting shared prosperity. IEG’s work in this area aims to galvanize attention and focus on environmental sustainability across all Bank Group projects.

Policy Lending for Environment

IEG has been working on various aspects of development policy finance and operations to derive lessons from the World Bank’s experience with this important instrument. Since the early 1980s, the World Bank has provided over \$300 billion in budget support to governments around the world. Over the last decade, budget support averaged about a quarter of total World Bank financing.

In FY16, IEG completed two reviews on development policy financing. One looked at the **use of political economy analysis in the design and implementation of development policy financing**, while the second looked at the specific lessons to be drawn from the **World Bank’s environmental policy lending**. The two products followed an earlier review in FY15 that looked at the quality of results frameworks in development policy operations. The products were widely disseminated and well received, in part, because they were timed to coincide with and inform the World Bank’s own three-year review of its development policy operations.

IEG’s assessment of the World Bank’s use of **development policy financing for projects in the environmental sector** aimed at drawing insights on how to design and implement this instrument, outlining some of the tensions and trade-offs.

The World Bank’s environmental policy lending has grown rapidly since 2005, with operations supporting actions across a broad range of subsectors, including climate change mitigation, climate change adaptation and disaster risk management, environmental protection, pollution management, institutional strengthening, and specific sectoral reforms in energy, transport, water, agriculture, forestry, and other sectors.

The 2012 World Bank Group environmental strategy, *Toward a Green, Clean, and Resilient World for All*, explicitly defines a “clean world” as a strategic objective—a world with “low pollution and low emission.”

Over the last 12 years, FY2004–15, the World Bank Group approved a total of 3,870 projects, accounting for approximately US\$297 billion in commitments that are pollution-relevant. To date, the effectiveness of these interventions has not yet been evaluated.

To address this gap, IEG this year launched an evaluation of the World Bank Group’s support for pollution management, as part of our ongoing emphasis on deepening the World Bank’s knowledge about its effectiveness in the area of environmental sustainability. IEG’s evaluation will be the first stock-taking exercise focusing on those pollution phenomena that affect poor countries the most, that is, air and water pollution and waste. The evaluation will be a timely contribution to the global efforts to fight climate change.

Land Administration

Secure land rights underpin many development objectives across multiple sectors. In agriculture, housing, transport, energy, and extractives, land serves as a critical means of production. Clear and secure land rights can also play a role in reducing conflict and environmental degradation. And for private sector development, secure and transferable land rights are critical elements of the enabling environment.

The World Bank Group has a long history of developing and implementing projects aimed at securing land rights. As a global development institution, the World Bank Group is often a central player at the intersection of development and land administration or land rights.



In FY16, IEG completed a review of the World Bank Group's experience with land administration, as part of a renewed effort to generate learning insights for practitioners in the land and related sectors. IEG looked at 14 World Bank Group land administration projects implemented between 1997 and 2011. IEG's report, *Lessons from Land Administration Projects: A Review of Project Performance Assessments*, highlights institutional tensions that the World Bank Group must navigate to more effectively address land administration

issues and generate broader development outcomes to which land issues are a critical constraint.

Upcoming evaluations under the environmental sustainability engagement area will cover other key areas, including carbon finance, renewable energy, environmental sustainability in World Bank Group operations, environmental degradation, and sustainable cities.

TRANSFORMING OUR WORLD—Aiming for Sustainable Development



In September 2015, the new SDGs were adopted by the United Nations General Assembly. Over 190 countries signed up to the goals, which set out a path to end extreme poverty, fight inequality and injustice, and fix climate change.

IEG contributed a synthesis paper on the experience and results of the Millennium Development Goals to draw relevant insights for the new SDGs.

The paper highlighted the challenge of translating global goals into sustainable national programs and pointed to the importance of ensuring country ownership and promoting knowledge flows between countries and with development institutions.

IEG's evaluations also point to the need for the World Bank Group to have a clearly articulated role, approach, and expected contribution to the SDGs, both externally for enhancing partnerships and internally to facilitate synergies and priorities.

Client Country-Focused Evaluations

With our country-focused evaluations, we draw attention to the shared challenges that the World Bank Group's client countries face. These evaluations stimulate discussions to find common solutions across the globe, including through south-to-south knowledge sharing.

World Bank Group Engagement in Situations of Fragility, Conflict, and Violence

Following an earlier evaluation into the World Bank Group's activities in **low income fragile and conflict-affected states**, IEG completed a second evaluation during the year looking at the impact of conflict and violence in nonfragile situations, focusing mainly on middle-income countries.

IEG's evaluation, *World Bank Group Engagement in Situations of Fragility, Conflict, and Violence*, noted that middle-income countries pose distinct challenges from their low-income counterparts. IEG found that while the Bank Group has been adept at responding and adjusting its strategies and analytical support to situations of violence and conflict, its operational response has been constrained by its limited menu of instrument choices. Moreover, institutional and staff incentives seem to be lagging behind the spirit of its strategic approach, as expressed in various World Bank documents, including the 2011 *World Development Report* on conflict, security, and development.

IEG's evaluation outlines a number of recommendations for how the World Bank Group can further enhance its impact in middle-income countries facing fragility, conflict, and violence.

These include exploring opportunities beyond supporting livelihoods in conflict-affected communities, such as support for private sector development, using the World Bank Group's expertise in public financial management more effectively, and improving its monitoring and evaluation frameworks.

Small States

More than a quarter of the World Bank Group's members are countries with populations under 1.5 million. Although these countries vary greatly in their level of development and the size of their economies, many of them share a number of intrinsic characteristics and development challenges. In many of these countries, the World Bank Group is the biggest development partner.

IEG's evaluation of the World Bank Group's engagement in small states looked at how effectively the World Bank Group supports smaller countries, given the unique challenges they face, including limited institutional capacity, acute vulnerability to economic and natural shocks, and an inability to exploit economies of scale. The report covered a 10-year period and drew on separate regional evaluations of World Bank Group-supported programs in the Organization of Eastern Caribbean States, the Pacific Island Countries, and in Cabo Verde, Djibouti, Mauritius, and the Seychelles.

The report shares key findings that can inform future Bank Group activities and help to further the effectiveness of Bank Group engagement, including issues such as regional approaches, selectivity of engagement, responsiveness to shocks, client institutional capacity constraints, and partnerships. IEG's evaluation highlights several findings and recommendations, particularly with respect to strengthening resilience and improving competitiveness of small states.

EVALUATION INSIGHTS THAT MATTER—Sharing Experiences Across Resource-Rich Developing Countries

With a population of 15 million, Zambia has a nagging and stubbornly persistent average poverty rate of over 60 percent as of 2015, rising to nearly 80 percent in rural areas. The country is highly dependent on the copper industry that itself is ailing under dramatic commodity price volatility. The industry is both a challenge and an opportunity for the country, as it is for many similar ones.

At the invitation of the government of Zambia and the World Bank Zambia country office, IEG shared the findings of its report, *World Bank Group Engagement in Resource-Rich Developing Countries: The Cases of the Plurinational States of Bolivia, Kazakhstan, Mongolia, and Zambia*.

Over 50 senior government officials attended a workshop to discuss how Zambia could learn from IEG's presentation. This was followed by another high-level presentation, hosted by Zambia's Cabinet Secretary, Dr. Roland Msiska and attended by permanent secretaries and heads from Zambia's key ministries.



Corporate Evaluations

Results and Performance of the World Bank Group

IEG's flagship report, the *2015 Annual Results and Performance of the World Bank Group*, looks at the performance of projects completed during FY12–14 and provides a detailed assessment of the factors driving project outcomes across regions, business units, and sectors.

At the institutional level, IEG found that project performance at the International Bank for Reconstruction and Development (IBRD) and International Development Association (IDA) remained stable over the review period, in line with previous years. The overall performance of World Bank (IBRD and IDA) projects with outcomes rated as moderately satisfactory and above stabilized at 70 percent. This is still short of the corporate target of 75 percent by FY17. Investment project financing performance—the largest lending instrument type in number and commitment—mirrored overall World Bank performance during FY12–14 at 69 percent. About 78 percent of development policy financing projects were rated moderately satisfactory and above. Weighted by net commitment, the performance of both investment and development policy financing exceeded the FY17 corporate target of 80 percent.

At the Multilateral Investment Guarantee Agency (MIGA), 63 percent of the 56 guarantee projects evaluated by IEG in the FY09–14 period were rated as having achieved satisfactory or above in terms of development outcomes, which represents a stable trend over the review period.

IFC's advisory services projects continued to perform well. IFC projects in IDA and blend countries also showed stable results, despite the perceived higher risk associated with investing in these markets. However, the rating for investment projects declined, continuing the downturn trend first reported in 2013. IFC investment project development outcomes were rated at 58 percent for 2008–14, far short of the 65 percent World Bank Group corporate scorecard target for FY17.

The report also featured a thematic chapter on the World Bank Group's experience in mainstreaming gender throughout its operations. IEG's analysis suggests that while the World Bank Group has made significant progress over the last 15 years—including the recent launch of a new gender strategy—a number of key challenges remain.

Overall, IEG found that though the number of World Bank operations and country strategies that address gender is up significantly, the quality and depth of gender integration remains uneven. To address the quality gaps, IEG calls on the World Bank to move decisively toward documenting on results rather than intentions. Gender must be an integral part of World Bank Group country programs.

Over the year, IEG engaged the World Bank's management to explore how to address these issues. The new gender strategy, which was launched in December 2016, reflects many of IEG's recommendations.



EVALUATION INSIGHTS THAT MATTER— Maximizing Development Impact in IDA

Every three years, donors come together to review the work of IDA and discuss its funding requirements. This year marks the next cycle in the replenishment of IDA. The last replenishment (IDA 17), which was finalized in 2013, raised \$52.1 billion to finance projects over a three-year period ending June 30, 2017.

To support the IDA18 replenishment discussions, IEG prepared a synthesis report to share findings from recent evaluations, offering evaluative evidence on what has worked and not worked in IDA priority areas. The report was shared with IDA deputies as an input into the first of four formal meetings taking place in 2016.

Reviewing the World Bank Group's Self-Evaluation Systems

Robust results frameworks and monitoring and evaluation systems are key determinants of project success. When they function well, self-evaluation systems can generate critical insights to improve performance and promote knowledge sharing within operations. IEG's assessment of the **World Bank Group's self-evaluation systems (ROSES)**, completed during the year, looked at how effective current self-evaluation systems are in supporting performance management, reporting project outcomes, and generating relevant insights for knowledge sharing and enhanced operational quality.

IEG found that while compliance levels are mostly strong across the World Bank Group, they focus too much on reporting and accountability, and do not provide the information necessary to help the Bank Group learn and enhance performance. Information generated through the systems is not regularly mined for knowledge and learning, and its use for project and portfolio performance management can be improved.

Review of Program for Results

At the request of the World Bank Group's Board, IEG undertook an **evaluation of the Program-for-Results (PforR) lending instrument** to assess its design and implementation performance and identify potential opportunities to further strengthen the instrument. Although relatively new, the PforR instrument has built up a significant portfolio in the three years since it launched in 2012. As of March 31, 2016,





WORLD BANK GROUP TRANSFORMATIONAL ENGAGEMENTS

Successful transformational engagements change the fortunes of countries, which is why they are a critical component of the World Bank Group's strategy to end extreme poverty and promote shared prosperity in sustainable ways. Using evaluative evidence from 2000 to 2014 and data from 1990 to 2013, an IEG report, *Supporting Transformational Change for Poverty Reduction and Shared Prosperity*, looked at what differentiates transformational projects from other types of engagement.

IEG's report extracts lessons from the Bank Group's experience to inform the design and implementation of interventions with the potential for fundamentally improving the lives of poor and disadvantaged people. The report identified several factors that contributed to successful transformational change, including a supportive enabling environment such as the full alignment of the interest of the client with the transformational objectives; a rigorous diagnosis and clear understanding of the most binding constraints; adapting interventions to local context, capabilities, and social norms; early and broad engagement with stakeholders; building and strengthening local institutions; employing program design that combines a strategic plan to address the main constraints through focused interventions; providing continuing, sustained support to clients; the quality and technical and entrepreneurial skills of Bank Group staff; and robust monitoring and reporting systems to target interventions and adjust programs in implementation.

the Board had approved 39 operations, providing US\$9.4 billion of financing to support US\$49.9 billion in government programs, with a pipeline of 21 operations under preparation, totaling US\$5.4 billion in expected World Bank financing.

IEG's evaluation found that overall, the PforR instrument has proven to be appropriate, well-structured, and relatively effective in driving a stronger results focus than other World Bank lending instruments. IEG recommendations mostly touched on the need to strengthen program design and monitoring and results reporting.

Project-Level Evaluations

IEG project-level evaluations mainly consist of project performance assessment reports and implementation completion report reviews. Both are carried out after World Bank funds have been fully disbursed to a project.

In FY16, IEG realigned its selection criteria for project performance assessments to prioritize projects that relate to future evaluation work, high-risk projects, innovative projects, and projects where self-evaluation ratings significantly differ from IEG ratings.

IEG completed 49 project performance assessments in FY16. These included two assessments of private sector projects—part of a new pilot initiative to introduce project-level assessments for IFC projects.

Validation of Self-Evaluations

The World Bank Group conducts self-evaluations for most of its projects to assess performance, results, and impact. A key part of IEG's work program is the validation of project self-evaluations completed by World Bank Group staff. In FY16, IEG validated 266 World Bank implementation completion reports, 22 country assistance strategy completion reports, 47 project completion reports for IFC advisory services, 76 expanded project supervision reports for IFC investments, and 17 MIGA project evaluation reports.

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knowledge shared

lessons applied





influence and knowledge that matter

IEG continues to be rated highly by its stakeholders for the relevance, quality, and impact of its work.

In the 2016 client survey, the World Bank Group board, World Bank Group staff and management, and external stakeholders rated IEG positively on most indicators. Eighty-five percent of respondents rated IEG's independence as very high. Between 85 and 95 percent of respondents across all three audiences perceived IEG's work as very relevant to the World Bank Group's mission. On quality, overall satisfaction with IEG products was rated 74 percent.

Over the last year, IEG has taken steps to enhance knowledge, learning, and communications, as part of a concerted effort to increase the influence and uptake of its evaluation insights.



“IEG’s relationship with the World Bank Group management has been positive and open, creating a more conducive environment for greater ownership of recommendations and absorption of lessons.”

In FY16, IEG hosted a number of internal dissemination events and three external events in support of key evaluations. IEG also delivered several learning-focused engagements over the year, reaching hundreds of participants across the World Bank Group. Highlights included the IEG-hosted workshops for staff working on electricity access, land administration, housing finance, and financial inclusion. IEG was also part of the annual Results and Measurement, where we hosted 18 out of the 33 sessions, reaching almost 400 participants.


Sharing IEG knowledge with the broader development community is also a priority for IEG. And to this end, IEG cohosted a number of external outreach events. These included a seminar on financial inclusion cohosted with the Central Bank of Tanzania, a workshop on electricity access cosponsored with the African Development Bank, and a high-level workshop for government leaders in Zambia cosponsored with the World Bank country office, which shared the findings of IEG’s report on resource-rich countries.

IEG continues to invest in growing its online presence through its website, social media and other online distribution partnerships. In FY16, the IEG website registered 689,509 page views and 129,851 unique visitors. Total report downloads for the year reached 32,021, a 57 percent increase from the year before. Our social media channels on LinkedIn, Facebook, Twitter, and YouTube continue to be important vehicles for engaging with IEG’s stakeholders and all performed well in terms of subscriber and usage engagement. The IEG e-mail newsletter grew its subscriber base in FY16 to over 15,000, making it one of our most important external communications vehicles.


IEG continued to test innovative formats and templates to make IEG reports more readable and accessible. For example, a new interactive version of the FY15 *Social Safety Nets and Gender* report was piloted, which enables end-users to rapidly search for and locate specific content on the most common topics of interest (see <http://ieg.worldbankgroup.org/ssn/>).

IEG ONLINE DISSEMINATION AND OUTREACH FY16 Full Year Highlights


 **689,509 website views**
(down 21%)

 **12,559 followers**
(up 10%)

 **151,558 blog views**
(up 46%)

 **77,374 followers**
(up 12%)

 **Average time on site**
(up 100%)

 **2,454 connections**
740 company page followers
(up 51%)

 **Pages per session**
(up 69%)

 **268 subscribers**
(up 36%)

 **Report Downloads 32,031** (up 57%)

Most Downloaded Reports



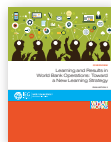
Resource-Rich Cluster Report (1,211)



2015 RAP (964)



2015 Annual Report (928)



Learning and Results 2 (714)



2014 RAP (613)



Electricity Access (560)



Guidelines for Reviewing ICRRs—A Manual (553)



Early Childhood Development (488)



Financial Inclusion (446)



IEG Work Program and Budget (443)

Most Read Blogs

Fin4Dev: Learning from the Past for a New Future (7,618 views)

Influencing Change through Evaluation: What Is the Theory of Change? (7,424 views)

Institutionalizing Evaluation: What Is the Theory of Change? (3,504 views)

Transformational Development Projects—What Makes Them Different? (3,448 views)

Evaluation Beyond 2015: Implications of the SDGs (3,421 views)

A key part of IEG's outreach strategy is building external partnerships. In FY16, IEG continued to explore content distribution partnerships inside and outside the World Bank Group. For the first time ever, IEG materials are now being distributed through the World Bank Group's Open Learning Campus portal, making IEG's evaluation knowledge accessible to the millions of people who visit the World Bank Group's external website. IEG reports are also accessible through the World Bank Group's Open Knowledge Repository and publications unit.



“IEG’s work continues to be perceived as very relevant to the World Bank Group’s mission, with positive ratings [from the annual client survey] ranging between 85 and 95 percent across all three respondent audiences.”

Management Action Record

IEG systematically and publicly tracks the progress made by World Bank Group management in implementing actions the organization committed to in response to IEG evaluations' recommendations. The Management Action Record (MAR) offers insights into the nature of individual recommendations and the status of action implementation—and progress here is separately assessed both by Bank Group management and by IEG for four years subsequent to an evaluation's disclosure. Every year, the MAR goes through an update cycle to track progress made by World Bank Group in implementing agreed upon actions to IEG evaluations. This information is shared publicly through the IEG website.

In FY16, IEG and World Bank Group management completed a round of ratings and feedback on many of the recommendations from IEG evaluations. There are currently 152 recommendations in the MAR, dating back to 2012, the majority of which show substantial adoption and progress by World Bank Group management. Overall, IEG's relationship with the management of the World Bank Group has been positive and open, creating a more conducive environment for greater ownership of recommendations and absorption of lessons generated by IEG.

At the same time, we have been able to “agree to disagree” when our positions substantively differ. In our role as independent evaluators, this is an important tension that we must hold, and we have done so well in the many evaluations produced this year and in the past.

Championing Evaluation Capacity Development

IEG supports evaluation capacity development for World Bank Group client countries through a number of initiatives, primarily through the Centers for Learning on Evaluation and Results (CLEAR) global partnership and the International Program for Development Training (IPDET).

Centers for Learning on Evaluation and Results (CLEAR)

IEG hosts and provides leadership to the global partnership program CLEAR (Centers for Learning on Evaluation and Results) that is supported by 10 donors, including, among others, The Rockefeller Foundation, the Inter-American Development Bank, and the Swedish International Development Cooperation Agency.

In FY16, CLEAR issued a new grant for the South Asia Center, based in India. Two grants were concluded, and new grants are under preparation for the Francophone CLEAR Center in Senegal and the Spanish-speaking Latin America CLEAR Center in Mexico.

During the year, CLEAR launched a new website (www.theclearinitiative.org) to improve user experience and strengthen global branding. A new internal collaboration platform for CLEAR partners was introduced, allowing the CLEAR global network to connect, exchange information, and learn online in a secure environment.

International Program for Development Training (IPDET)

Founded in 2001 as a joint initiative of IEG and Carleton University, IPDET is an executive training program that aims to provide managers and practitioners with the tools required to evaluate development policies, programs, and projects. Over 3,500 participants from 125 countries have attended the program since its inception.

Following a strategic review, concluded in December 2015, IEG together with Carleton University launched a new initiative to reshape IPDET, update the curriculum, and make the necessary content and pedagogical improvements to ensure IPDET remains cutting edge and a global public good. This work is progressing and is scheduled to be completed in the next year.

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aligning the business

building out

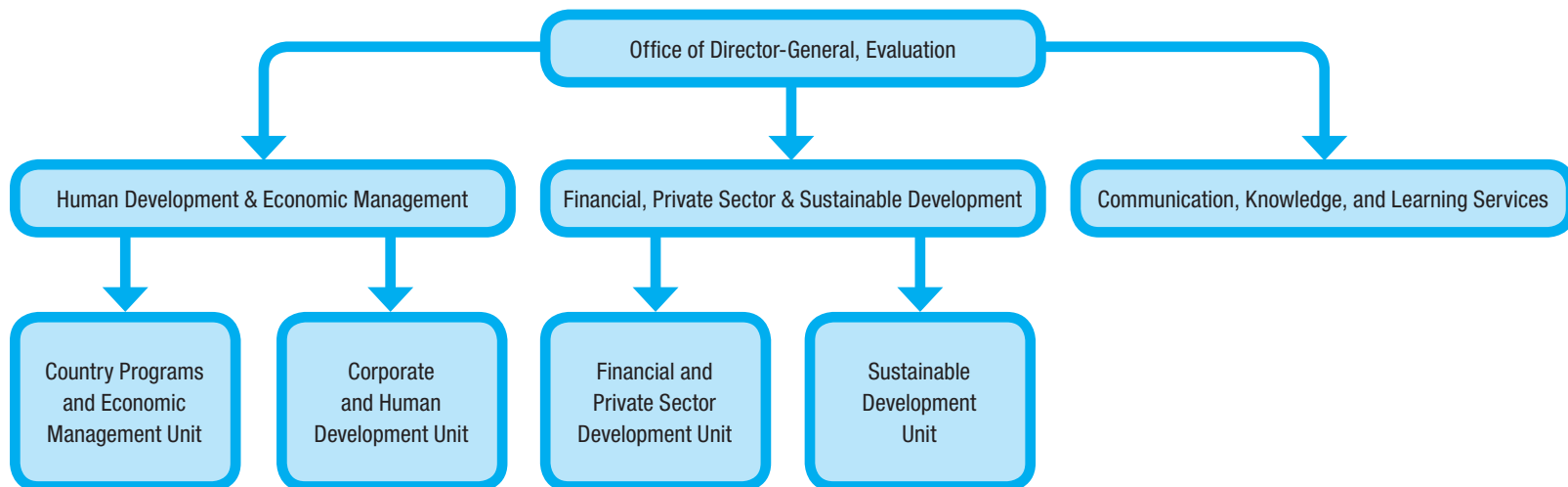




renewing and strengthening our organization

Internally, 2016 was also a year of organizational renewal. IEG implemented an organizational change process to deepen internal collaboration and synergy, and ensure that IEG's products, processes, and structure are "fit for purpose." In January 2016, we completed the transition to a new organizational structure, designed to reduce overhead, better align with World Bank Group norms for managerial span of control, ensure clearer interface and engagement with the new World Bank Group units, and facilitate increased staff collaboration and mobility in larger labor pools.

IEG ORGANIZATIONAL STRUCTURE



Progress was made in a number other important areas. We fully operationalized the new SEAs in our work program planning. We deepened our focus on methods with the appointment of the new Methods Advisor. We continued to implement the recommendations of the Task Force on Collaboration and Synergy, particularly with the creation of the Thematic Coordinators function to create cross-cutting communities of practice within IEG, and to establish a stronger liaison role between IEG operational teams and their World Bank Group counterparts for more effective knowledge sharing.

The External Review

The Committee on Development Effectiveness (CODE), which oversees IEG's work, commissioned an independent panel in 2014 to conduct an external review of IEG. The panel was asked to identify IEG's main strengths and any areas for improvement to enhance IEG's impact. The final report was released in June 2015.

The external review report reaffirmed that "IEG is an essential corporate asset and safeguard, and a vitally important global public good."

The report identified a set of eight recommendations to enhance IEG's influence and role as an independent evaluator. To enhance IEG's impact, the external review recommended increased emphasis on learning in IEG's work; improvements in the quality, timing, volume, length, and utility of IEG evaluations; deeper engagement with external experts and stakeholders; more and better strategic engagement with management, particularly during the process of developing recommendations; more attention to capacity development; the need for regular independent reviews of IEG; clarity on the Director-General's term; and more CODE oversight of IEG.

Many of the recommendations give further impetus to ongoing initiatives and open the dialogue to push some of them further. IEG welcomed the comprehensive and insightful report and, over the year, we engaged with the Board and the World Bank Group management on specific next steps. A road map and action plan has been agreed with the Board and management.

A link to the report and IEG's response are available on IEG's website.

Career Development and the IEG Mentoring Program

In June this year, IEG won an award for having the best mentoring program in the World Bank Group. This achievement demonstrates IEG's continued commitment to career development. Since the program launched in 2014, over 70 staff have participated as mentors and mentees. In a recent survey, 96 percent of our participants said that they achieved their expected objectives in the program, while

88 percent said they were satisfied with either their mentor or mentee pair.

Other initiatives to support staff development include a weekly learning series for staff facilitated by internal and external experts and a coaching program where more experienced evaluators and subject matter experts run master classes on topics identified as areas of development. In FY16, master class topics included impact evaluation, evaluation of knowledge products, and sovereign risk analysis.

For the next year, IEG will relaunch a face-to-face onboarding course for new staff.

Resource Management

Actual total expenditures at end of the year amounted to \$34.06 million or 99.4% against budget resources of \$34.3 million, compared with \$33.35 million or 97.7% against budget resources of \$34.1 million in the previous year. Actual bank executed trust funds as of the end of June amounted to \$1.27 million, compared to \$0.97 million in the previous fiscal year. Total staff on board was 107 as of the end of June 2016.

During the fiscal year, the Board commissioned an external review of IEG's FY17 work program and budget. Overall, the review rated IEG's budget formulation and management as broadly satisfactory.

4



enhancing impact

IEG strategic directions





looking forward

Following the adoption of recommendations proposed by last year's external review, IEG is looking forward to implementing several new initiatives in the coming months. Our work program for the coming year will focus on a number of important areas.



“IEG is introducing a new Rapid Results Learning Fund of \$750,000 under the Director-General, which will support larger IEG learning engagements on a rolling basis, based on clear eligibility criteria.”

Deepening the Influence of IEG’s Work

IEG has taken further steps to align its major evaluations more closely with World Bank Group strategic priorities. In line with IEG’s results framework, upcoming evaluations will seek to more effectively generate relevant and timely evaluation evidence to accelerate World Bank Group development effectiveness.

Improving the Process of Engaging with World Bank Group Management

IEG will look to work with World Bank Group management on improving the engagement process on evaluation recommendations and findings. A planned stock-taking of the MAR process will help identify opportunities to further enhance impact and effectiveness.

Enhancing the Quality and Credibility of IEG Work

A new methods adviser position was created within IEG during FY16. Over the coming year, the methods adviser will lead efforts to deepen IEG’s quality assurance framework; update our standards and tools for data, including more use of beneficiary feedback mechanisms provide strategic; and provide technical leadership to enhance our methods and data work, including strengthening methodologies related to the assessment of inclusive growth, gender equality, and value for money.

Improving Learning and Knowledge Sharing

The external review urged IEG to pay greater attention to utilization of its work, and the value of fewer, shorter, and sharper products that build in double-loop learning.

To this end, IEG has significantly redesigned the approach to learning and knowledge sharing. Instead of focusing on the production of lengthy reports, we will shift to short, timely, and focused products in more user-friendly formats that respond to high-priority, real-time learning requests from operational staff. IEG is also introducing a new Rapid Results Learning Fund of \$750,000 under the Director-General, which will support larger IEG learning engagements on a rolling basis, based on clear eligibility criteria. All proposals for funding will require upfront “joint ownership” with a relevant Bank Group operational unit, and spell out the purpose, audience, scope, engagement plan, and intended use of the work.

In the coming year, IEG will also work on developing stronger knowledge partnerships with the results measurement and evidence stream, global practices, and other technical operational units; upgrading our knowledge management tools and systems; and introducing more innovative formats and templates to make IEG reports more readable and accessible.





FY17 Work Program

Major Evaluations

Thematic and Sector Evaluations

- Higher Education
- Shared Prosperity in Country Programs
- Rural Non-Farm Economy
- Water Supply and Sanitation
- Urban Transport Services

Corporate and Process Evaluations

- Process Evaluation of SCD and CPF
- Data for Development
- IFC Client Engagement Model

Country-Focused Evaluations

- n/a

Systematic Reviews and Impact Evaluations

- TBD (2)

Results and Performance Report

- RAP 2016: Managing for Results

Other Evaluation Products

PPARs

- World Bank: 55
- IFC/MIGA: 8

Learning Engagements

- TBD, based on client demand under new IEG approach to learning

Validation Products

Country Strategy Completion Report Validations

- 22 expected

Project Completion Report Validations

- XPSR: 40% coverage (96 projects expected)
- PER: (20 expected)
- ICRR: 100% coverage (250 projects expected)

AAA/AS Completion Report Validations

- PCR: 51% coverage (87 projects expected)



FY18 Work Program

Major Evaluations Only (Indicative)

Thematic and Sector Evaluations

- Clean World for All
- Public Finance for Investment and Jobs
- Mobilization of Private Capital
- Essential Health Care Services
- Carbon Finance
- Renewable Energy

Corporate and Process Evaluations

- Engaging Citizens

Country-Focused Evaluations

- Clustered Country Program Evaluation on Middle-Income Countries

Systematic Reviews and Impact Evaluations

- TBD (2)

Results and Performance Report

- RAP 2017: Sustainability in Operations



FY19 Work Program

Major Evaluations Only (Indicative)

Thematic and Sector Evaluations

- Sustainable Cities
- Facilitating Trade
- Sustainable and Inclusive Business
- Environmental Degradation
- Decentralization

Corporate and Process Evaluations

- Process Evaluation of GP/CCSAs

Country-Focused Evaluations

- Clustered Country Program Evaluation on Middle-Income Countries

Systematic Reviews and Impact Evaluations

- n/a

Results and Performance Report

- RAP 2018: Working in Partnership

appendixes

IEG Deliverables and Spending

Deliverables (Number)	FY12	FY13	FY14	FY15	FY16		
					Planned	Actual	Percent
Total Major Evaluations	8	10	10	7	9	9	78
Corporate Evaluations	2	3	4	2	4	3	75
Sector and Thematic Evaluations	4	5	4	4	3	2	67
Country Focused Program Evaluations	1	1	2	1	2	2	100
Impact Evaluations	1	1	0	0	0	2	n/a
Learning Products	0	0	0	0	12	6	50
Project Evaluations and Global Program Reviews							
Project Performance Assessment Reports	40	31	47	39	58	51	88
Global Program Reviews	1	2	2	0	0	0	n/a
Total Validations							
Total Validations	414	478	572	571	602	485	
Implementation Completion Reports	178	295	361	392	350	267	
Country Assistance Strategy Completion Reports	20	19	22	13	22	22	
Project Completion Reports	130	76	87	72	102	47	
Expanded Project Supervision Reports	75	80	88	78	103	88	
MIGA Validations	11	8	14	16	25	18	
Total Spending (\$, millions)	32.5	33.8	34.3	33.4	43.3	34.1	99.4

IEG Staffing

Staffing (Number)	FY12	FY13	FY14	FY15	FY16
Total Staff	98	107	109	105	109
By Grade					
GA-GD	22	22	22	23	23
GE	9	7	6	7	8
GF	20	22	25	21	27
GG	20	26	30	30	30
GH	20	22	20	19	17
GI and above	7	7	6	3	4

Photography

Caroline Heider, page 2, *Rhoda Baer*

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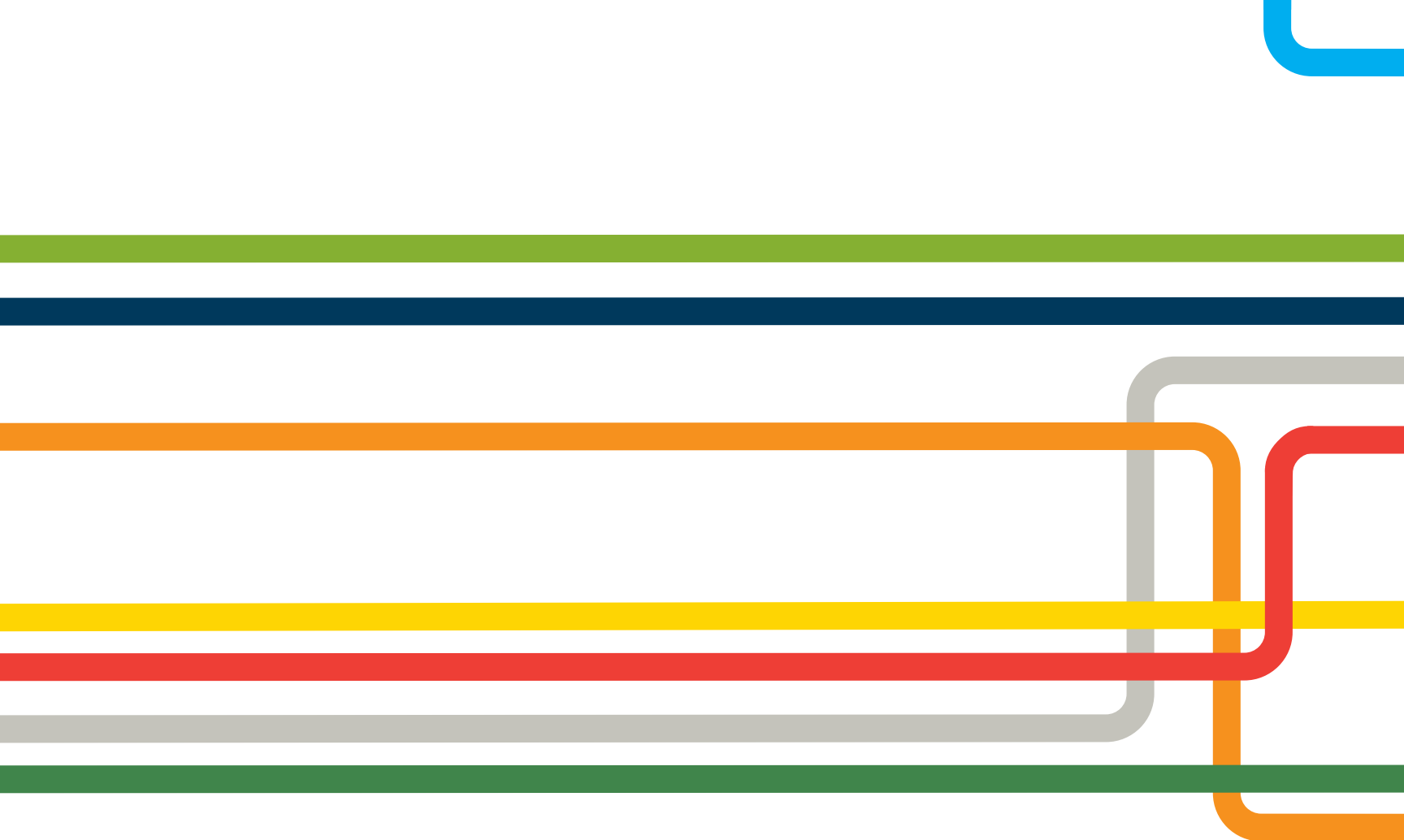
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Lake Titicaca, page 33, *John Rae*

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IEG
INDEPENDENT
EVALUATION GROUP

WORLD BANK GROUP
World Bank • IFC • MIGA

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