



IEG
INDEPENDENT
EVALUATION GROUP

WORLD BANK GROUP
World Bank • IFC • MIGA



ANNUAL REPORT 2015

deepening impact

WHATWORKS

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.

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

IEG's Strategic Goal

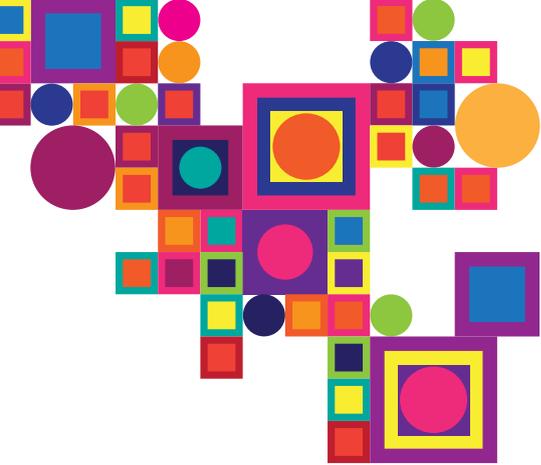
The Independent Evaluation Group (IEG) seeks to accelerate World Bank Group development effectiveness through independent evaluation.

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 include the Boards of Executive Directors, World Bank Group management and staff, and the development and evaluation communities
- Evaluation capacity development for the World Bank Group staff, clients, and partners.

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Message from the Director-General, Evaluation

As the lead evaluation group in the development community, IEG continued to innovate and adjust to deepen our impact.

It has been an extraordinarily busy and productive year for IEG.

We had a bumper harvest of deliveries: more than 600 products in all, including seven major evaluations, 39 Project Performance Appraisal Reports, 536 reviews of Bank Group project self-evaluations, and 12 reviews of country operations. We reviewed and updated our two evaluation capacity development programs—Regional Centers for Learning on Evaluation and Results and the International Program for Development Evaluation Training—and took over as chair for the Evaluation Cooperation Group. We launched new work to improve the quality and credibility of IEG, including refining our methods and updating our quality assurance standards. And we enhanced our knowledge, infrastructure, learning, and communications work—including launching a new community of practice of data/portfolio analysts, automating some workflows, and leveraging new communication formats and social media channels.

This year we upgraded the Management Action Record to increase our efficiency in following up with World Bank Group management on our recommendations. We tested and developed new methods to ensure that our evaluations maintain cutting-edge quality. We improved our process for validating Bank Group self-evaluation and ensured that our work is included in the Bank Group's Open Knowledge Repository. And we joined with other Bank Group staff in a community of practice focusing on results measurement and evidence—the Results Measurement and Evidence Stream.

Also important, we committed to enhancing collaboration and synergy across IEG. This includes changing the ways IEG is organized, evaluation teams are staffed, and the work program is developed, even how we determine what evaluations we take on. This is truly IEG staff work at its best: identifying game changer evaluations that will deepen evidence about World Bank Group contributions to development effectiveness.

The recently released external review of IEG by an independent panel will provide further impetus for our continued renewal. All this work and focus results in the best quality products that will enhance our influence in the development world. And that is our ultimate goal: to accelerate development effectiveness through independent evaluation.

It's exciting to be involved in making strategic choices, focusing on the development issues that matter most, and working hard to develop skills. We are lucky to work in this profession, which provides the opportunity for development and learning as well as the opportunity to contribute to the dialogue on critical issues.

As we move further into this International Year of Evaluation, we will see even more opportunities for collaboration and knowledge sharing from independent evaluation that will help the World Bank Group succeed in meeting its twin goals. IEG has an important role to play in making a difference, and our independence gives us a privileged vantage point from which to do so.

Caroline Heider



Sharing Evaluation Insight, Facilitating Learning

2015 IS THE INTERNATIONAL YEAR OF EVALUATION

IEG has partnered in this effort with evaluation offices at the United Nations and others in the development community to advocate and promote evaluation and evidence-based policy making. Why? Evaluation can—we believe—enable the development and support of better policies, allowing them to be implemented more effectively. Evaluation looks at experience and distills what has worked, what has not, and why. IEG has adopted the tagline “What Works” to focus on these lessons and to enrich its contribution to development outcomes. This year’s annual report focuses on what has worked for IEG in helping it generate critical evidence to inform and improve the World Bank Group’s decision making and development outcomes.

Insights from Major Evaluations

IN FY15, IEG delivered seven major evaluations, 39 Project Performance Appraisal Reports (PPARs), a record-breaking 370 Implementation Completion and Results Report (ICR) Reviews, 166 validations of the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA) self-evaluations, and 12 Completion and Learning Reviews of country operations. In structuring the delivery of more than 600 products, IEG's work has focused on three pillars of the new World Bank Group Strategy: help clients tackle the most important development challenges; become the Solutions Bank; and work in partnership. A results framework specific to IEG's work along the three pillars guides IEG's choices and activities. Working along the World Bank Group's strategy allows IEG to address relevant development challenges and foster an internal culture that values and learns from independent evaluation.

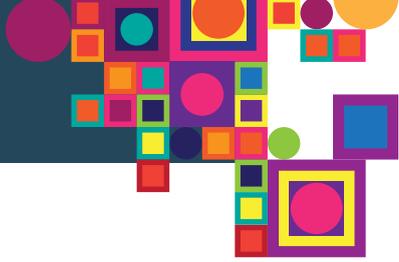
IEG's goal is to accelerate World Bank Group effectiveness through independent evaluation. Selecting evaluation topics and

approaches flexibly enables IEG to respond more rapidly to the evolving business needs of the Bank Group. This year's major evaluations addressed, among other things, inclusiveness and growth, contributing to the first objective of IEG's Results Framework on deepening evidence about the results of Bank Group programs and activities.

Our annual *Results and Performance of the World Bank Group* (RAP) review focused on what the World Bank Group can learn from its efforts to support the Millennium Development Goals and how these lessons can inform discussions around the ensuing Sustainable Development Goals. The five lessons in the RAP encourage the Bank Group to maintain a broad perspective on development and evidence-based decision making, to integrate sector best practices in its country model, and to ensure clear results chains for its interventions.

The report also points to a number of longstanding performance challenges in Bank Group lending operations and demonstrates that some behavior and process factors





“We have indeed benefited immensely from [IEG’s] thorough evaluation and the interaction with IEG and look forward to our continued engagement with you when the new policy framework is approved.”

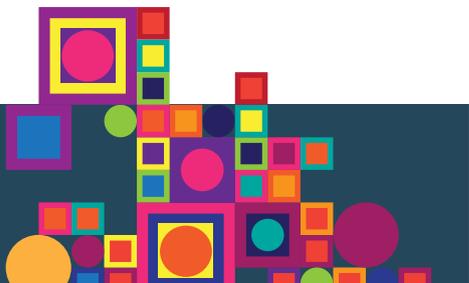
STEFAN G. KOEBERLE
Operations Risk Management
World Bank Group,
commenting on the continuing influence
of the FY14 evaluation *The World Bank
and Public Procurement*.

strongly influence Bank Group work quality. See the full report on IEG’s website: <http://ieg.worldbank.org>.

The FY14 analysis of how the World Bank learns in operational work was followed this year by a more in-depth evaluation, *Learning and Results in World Bank Operations: Part II*. The evaluation feeds directly into the World Bank Group’s internal discussions about its organizational reform, offering specific recommendations on how to embed learning and knowledge in operations—beyond the structural changes of introducing Global Practices and Cross-Cutting Solutions Areas. The evaluation examines how to promote more systematic learning by staff and clients in World Bank lending. Having identified gaps and grey areas, the report suggests some midcourse corrections, such as providing institutional incentives for learning, and provides a baseline against which changes can be measured.

IEG’s work program is focused on World Bank Group contributions to the twin goals of reducing extreme poverty and promoting shared prosperity. *The Poverty Focus of Country Programs: Lessons from World Bank Experience* found that the World Bank provides an important public good in supporting and reporting global poverty data and producing high-quality poverty diagnostics. It could do better, however, by understanding the context and leveraging resources from development partners and other stakeholders. Specifically, the evaluation notes that the Bank Group can continue to play a critical role in supporting data and knowledge on how poverty is being reduced. Such data and diagnostics are necessary to inform interventions. Recommendations and the full report can be found on IEG’s website.

For children born into poverty, the equity-enhancing impact of early childhood interventions holds the promise of overcoming social disadvantages and breaking the intergenerational transmission



of poverty. In *World Bank Support to Early Childhood Development*, IEG found that the Bank fosters an awareness of the rationale to invest in people early, but it lacks a strategy to support a coordinated approach in this arena. More emphasis is needed to include child stimulation and development interventions in health, nutrition, and social protection. More findings and the recommendations are in the full report.

With more than 1 billion people not having access to electricity, universal access is a daunting challenge. IEG's evaluation *World Bank Group Support to Electricity Access* stressed the urgency for the Bank Group to adopt a new and transformative strategy to help clients orchestrate a national, sustained sector-level engagement for universal access. A major challenge is for the Bank to move beyond its own project financing to stimulate private sector investment to close the financing gap for low-access countries.

Part of the work of achieving inclusive growth is laying out a vision for transformational private sector collaboration for growth and job creation in support of the twin goals. Two major IEG evaluations this year addressed this goal: *Investment Climate Reforms* and *World Bank Lending for Financial Inclusion*. In the former, IEG found that the Bank Group has successfully improved the investment climate in client countries, but the impact on investment, jobs, business formation, and growth is not straightforward. Access to financial services has long been believed to lift people out of poverty; IEG's evaluation found that the Bank Group has made significant contributions to progress on financial inclusion, with its support well aligned with countries' needs. Yet that support is not sufficiently systematic or comprehensive. These reports can be found on IEG's website.

Country and Global Program Lessons

This year IEG began to pilot a new “clustered approach” to country program evaluations. This approach is designed to improve cost effectiveness, deepen learning impact, and broaden country coverage. It also offers the potential for significant cross-country learning and for countries to learn from each other's experience.

The first cluster report, *World Bank Group Engagement in Resource-Rich Developing Countries*, covered Bolivia, Kazakhstan, Mongolia, and Zambia. Each country's program is evaluated, and IEG produced a synthesis report to compile the cross-country lessons. The greatest challenges are in three interrelated areas: management of resource revenues, growth and employment in nonextractive sectors, and inclusive growth and reduction of poverty. The Bank Group needs a more consistent approach across countries as it strives to stay relevant and competitive in adding value through its knowledge and experience.

Project-Level Evaluations

IEG is adjusting the selection criteria for projects subject to PPARs to ensure closer alignment with the IEG Results Framework. Updated criteria include themes related to future evaluations, high-risk projects, innovative projects, and projects where self-evaluation ratings significantly differ from IEG ratings. Prior to this year, IEG produced an average of 39 PPARs per year, covering 12 percent of all closed World Bank projects. This year's 39 PPARs equalled that average, and IEG is committed to moving toward 20 percent project coverage over the next three years.

Another new initiative is to provide PPARs for private-sector projects, informing IFC of lessons to help the Corporation hone its projects and improve development outcomes.

Validation of Self-Evaluation

IEG continued validating all self-evaluative Completion and Learning Reviews on Country Assistance/Partnership Strategies; 12 were completed. IEG also continued to review all World Bank project completion reports. IEG addressed a backlog of ICRs that was the result of an unprecedented rise in ICRs in 2012 and cleared a significant number in that backlog. Through improved data tracking systems (see page 21 [ICR/PPAR systems]) and increased training for evaluators and reviewers, IEG decreased the time it takes to process these reviews.

For IFC, IEG validated all self-evaluations (166). For closed projects, IEG prepared independent Project Evaluation Summaries in lieu of Expanded Project Supervision Reports (78). For Advisory Services, IEG validated 51 percent of Project Completion Reports (72). For MIGA, IEG validations of self-evaluations, combined with IEG's independent evaluation, covered 100 percent of MIGA's mature guarantees (16).



Use and Influence of Project Validation

A recent survey indicates that 76 percent of IFC Advisory Services staff use IEG's project completion report and validation reviews in project preparation. Similarly, 89 percent of MIGA staff report a very high learning value from project reviews that they subsequently apply to underwriting and business development.

Use of this information is particularly desirable in challenging environments, where learning can accelerate developmental effectiveness.

Source: IEG 2014 Client Survey.

Learning Products

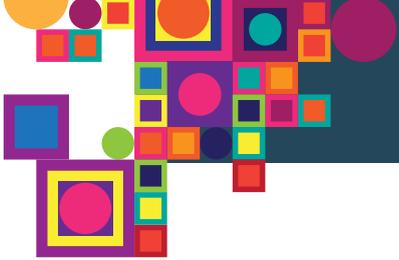
These new IEG products, introduced last year, offer ways for IEG to engage Bank Group staff in learning. The products synthesize and disseminate existing IEG evaluation work; they use resources such as Excel and Tableau to present trends to Bank Group operations staff, and they provide a deep analysis of best practices. Their intent is to build stronger uptake of IEG insights.

IEG delivered 15 major learning products this year. **Corporate topics** included lessons from Bank Group partnership work, and environmental and social risk management in development policy operations. **Country topics** included Bank-IFC cooperation at the country strategy level, selectivity in country programming, and good practice results frameworks in country strategies.

Sector and thematic topics included housing finance, microfinance in Africa, manufacturing, and renewable energy.

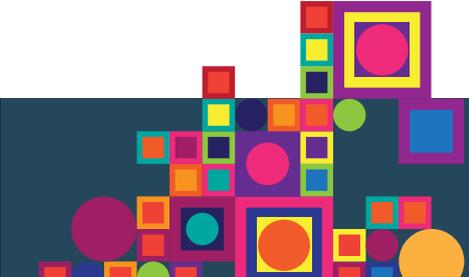
In addition to these large reports, IEG continued to deliver a wide range of brief, focused, and “just-in-time” learning products, often at the request of different technical units in the Bank Group.

Examples include lessons learned from avian influenza for the Bank Group Ebola response; summary of findings from water, urban, energy, and transport PPARs; new IFC Sector Highlights that synthesize lessons from recently evaluated IFC operations; and new IEG websites for each of the new Bank Group Global Practices that provide “one-stop” information on relevant evaluations, IEG contacts, and upcoming work relevant for that group.



“Just watched your IEG session [on *Results and Performance of the World Bank Group*]... very interesting and helpful. I made quite a lot of notes for my current project.”

SUE HARDING
Leadership, Learning, & Innovation,
commenting on the influence of *Results and Performance of the World Bank Group 2014*.



The World Bank and Public Procurement

IEG's 2013 evaluation *The World Bank and Public Procurement* paralleled the Bank's own review of its procurement system, undertaken as a prelude for a radical transformation of the Bank's procurement policies, for the first time in over 50 years. The IEG evaluation helped shape a wide range of areas of the proposed new procurement policy, notably, a shift in focus from the fiduciary aspects of procurement toward the development aspect, befitting the Bank's overall role in development finance. Senior Bank staff indicated strong willingness for continued engagement with IEG through all stages of preparing the new procurement policy; thus IEG remained a close partner with the Bank even after the evaluation was formally completed. IEG used the evaluation to inform and comment on the Bank's proposed new procurement policy, which was presented to the Bank's Board

in July 2015. Specifically, IEG impacted the role of the Bank in helping build countries' own procurement systems; the format and use of country procurement systems as a part of Bank procurement; the principles and mechanisms for the management of risk in procurement; and the development of mechanisms for tracking procurement efficiency at a Bank-wide level. The World Bank's new Bank-wide procurement tracking system, now being rolled out to field offices in all client countries, is a direct result of IEG's report.

IEG unusually partnered with management in global outreach such as to multilateral banks' Heads of Procurement and the World Trade Organization. IEG views on the Bank's procurement policies were also sought by the U.K. Department for International Development and the Organisation for

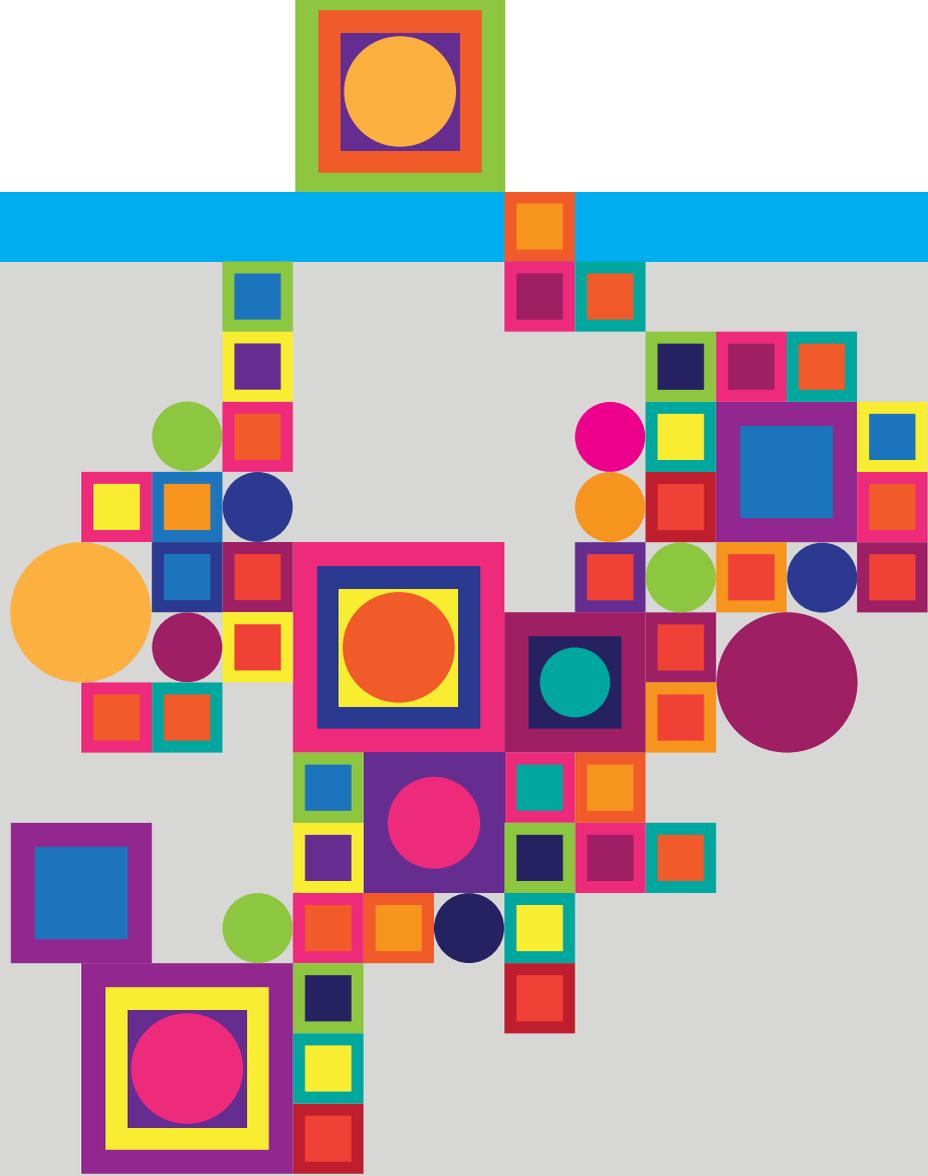
Economic Co-operation and Development. IEG organized learning events in a wide range of countries in the Africa, South Asia, East Asia, and Latin America Regions, including events partnered with the African and Latin American Development Banks, to ensure that both Bank and other multilateral development bank (MDBs) clients understood the nature of choices to be made in shaping the proposed new policy. Given the Bank's leadership role among MDBs, its new procurement policies will impact these institutions and their clients in addition to the Bank's own clientele. Bank staff, country clients, other MDBs, and a range of global partners have been open to IEG's recommendations and suggestions.

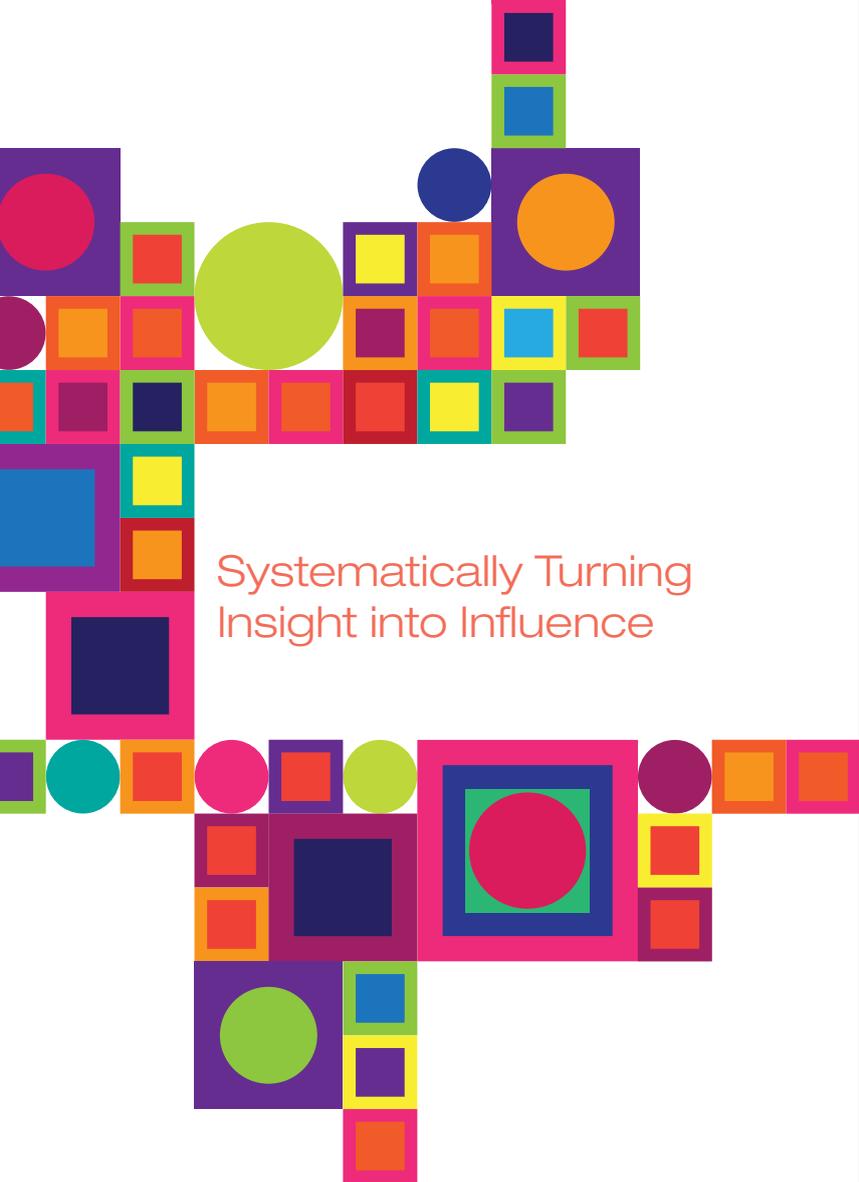
Learning and Results in World Bank Operations: Toward a New Learning Strategy

World Bank operations staff completed a Task Team Leader Quality Support Toolkit that included checklists for projects, including Quality at Entry, Readiness for Implementation, Implementation Support Quality, and Evaluability.

This toolkit is an essential part of guidance to Bank staff on project preparation and implementation support. The IEG team responsible for the *Learning and Results in World Bank Operations* was instrumental in developing the toolkit.

This example illustrates IEG's work being fed back into operations through the insights gained from its unique vantage point of ex post evaluation. It is an example of IEG's work contributing to the strengthening of Bank systems for operational quality.





Systematically Turning Insight into Influence

IEG IS WELL POSITIONED TO CONTRIBUTE to the World Bank Group's call for assessment and reflection—bringing both a vast knowledge base about the results and performance of development interventions and a critical independent perspective to nurture and challenge the Bank Group to do its best work. IEG can do this through its interaction with and outreach to development professionals within and beyond the World Bank Group. Furthermore, IEG's role as independent evaluator allows us to bring transparency to the Bank Group's commitment to learn from the past and from insight based on evaluation.

Refining IEG's Outreach Approach

In seeking to increase its impact and influence, IEG introduced innovations in the design of its learning and outreach events to enhance knowledge uptake. New communication strategies are sharply targeted and include more extensive use of interactive social media. Tracking IEG's reach and the impact of each evaluation is easier with this approach and allows us to identify how to best engage audiences so they learn and apply the lessons from IEG's work.

A secondary benefit is more synergies across IEG from sharing information.

Along with customized learning and launch events, IEG also designed associated outreach material to deliver key messages and findings from specific evaluations.

Three videos were produced for the evaluations *Learning and Results in World Bank Operations: Part I*, the *2013 Results and Performance of the World Bank Group*, and *The Big Business of Small Enterprises* (follow-up outreach for 2014 reports). These

videos were featured on the World Bank's intranet page, on IEG's website, and on IEG's YouTube channel. More videos are planned.

IEG continued its blog, posting every Tuesday. Topics ranged from best practices to report findings to evaluation professionalization. Readership over the past year has risen; on average, the blog received more than 5,000 visitors per month. Over the past year, IEG also welcomed more guest posts and has done a few video blogs as well.

Blog Stats



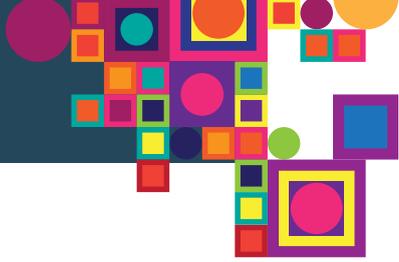
5,001 average visitors per month

Strongest month was March, with **8,267** visitors



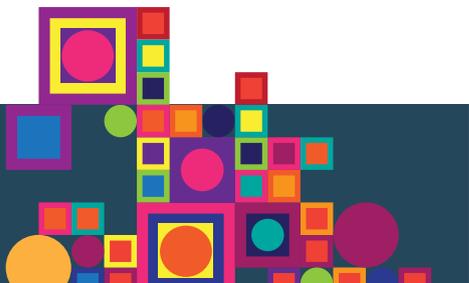
The most popular blogs were

- Evaluation in Action: Responding to Ebola (**2,019 views**)
- Thanks for Letting Us Know (**1,559 views**)
- Better Together? Seven Guiding Principles for Evaluation Partnership Programs (**1,558 views**)
- Professionalizing Evaluation (**1,542 views**)



“Your IEG report *Adapting to Climate Change: Assessing World Bank Group Experience* was an inspiration and guidance to look for alternative ways.”

PRAVIN KARKI
Sr. Hydropower Specialist
World Bank Group,
commenting on the continuing influence of IEG’s third-phase evaluation on climate change.



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; at the end of that, Bank Group stakeholders can see, on IEG’s website, how much progress has been made in the previous year in implementing actions. To make the updates happen regularly and smoothly, IEG continuously invests in process improvements and clarifications, in relevant information technology systems that facilitate update tracking, and in training for the many staff from across the Bank Group who contribute to the updates.

In FY15, IEG and World Bank Group management completed a round of ratings and feedback on many of the recommendations from IEG evaluations. There are currently 145 recommendations in the MAR.

Expanding the Capacity to Evaluate and Use Evaluation for Decision Making

In FY15, IEG further focused its work in evaluation capacity development along three work streams to more effectively strengthen monitoring and evaluation (M&E) capacities, institutions, and systems in the World Bank Group’s client countries.

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 (IDB), and the Swedish International Development Cooperation Agency. In FY15, a midterm review of the program found that CLEAR is relevant, has delivered effectively on its program, and has promising centers; it also found that IEG's role is critical. The review highlighted areas for improvement, including the need to purposefully surface and drive learning about evaluation capacity development derived from ongoing activities of CLEAR teams around the world. As a result, CLEAR has introduced a new collaborative governance structure, a revised theory of change that emphasizes learning, and approaches to more systematically link performance and learning. In FY15, CLEAR also added a new center in Brazil and received additional funding from IDB and a renewed pledge from the U.K.'s Department for International Development.

International Program for Development Evaluation Training: Founded in 2001 by IEG in partnership with Carleton University, IPDET offers executive training for evaluators and evaluation practitioners globally. It is the only global program with a focus on development evaluation techniques. While the program today is run primarily by Carleton, IEG's engagement has continued strategically and by ensuring a focus on development-specific knowledge. Over the years, IPDET has offered a rich learning opportunity to nearly 3,000 participants from about 125 countries, with 30–40 percent of participants receiving scholarship support. Given the changing context in development evaluation, in FY15, Carleton and IEG initiated a strategic review to assess and rejuvenate the program and to ensure cost effectiveness, as well as updated learning methodologies and the long-term viability of its business model. The review will be completed in FY16.

Championing Evaluation Capacity Efforts: In FY15, IEG continued to offer thought leadership in evaluation capacity to help promote the relevance of the agenda among World Bank staff and partners. For example, in collaboration with the Bank's Governance Global Practice, it organized and facilitated a high-level dialogue among government and academia regarding the optimal ways to build demand and capacity for evaluation at the Spring Meetings in Washington, DC. It also continued to produce knowledge regarding the "how to" of evaluation.

Engaging M&E Specialists: The Results Measurement and Evidence Stream

In March 2015, IEG co-led the collaborative design and development of a two-day learning and knowledge-sharing event for M&E specialists across the World Bank Group with the Results Measurement and Evidence Stream (RMES). This World Bank Group-wide community of practice event brought together more than 200 staff members involved in results measurement. IEG teams led 14 of 42 peer-to-peer learning sessions.

RMES is the staff cadre for results measurement professionals from across the Bank Group. These professionals provide the Bank Group and its clients with world-class know-how to maximize the achievement of the Bank Group's goals by making decisions based on evidence—a natural partnership for IEG.



IEG Good Practice Awards

In June 2015, IEG awarded 17 teams from across the Bank Group for exemplary efforts in designing good M&E frameworks and preparing quality self-evaluations of country strategies, Bank operations, IFC investment operations and advisory services, and MIGA guarantees.

“You have to be serious about asking yourself the hardest question: Is what we're doing leading us to the goals that we have set?” President Jim Yong Kim said at IEG's awards ceremony. “These awards are elephants, and in fact that's so appropriate because evaluation, and especially self-evaluation, is always the elephant in the room...We are the first generation in the history of humanity to be able to think about ending extreme poverty. That is such a compelling goal that we have to be willing to be as self-critical as we need to be to make sure we are on the right path.”

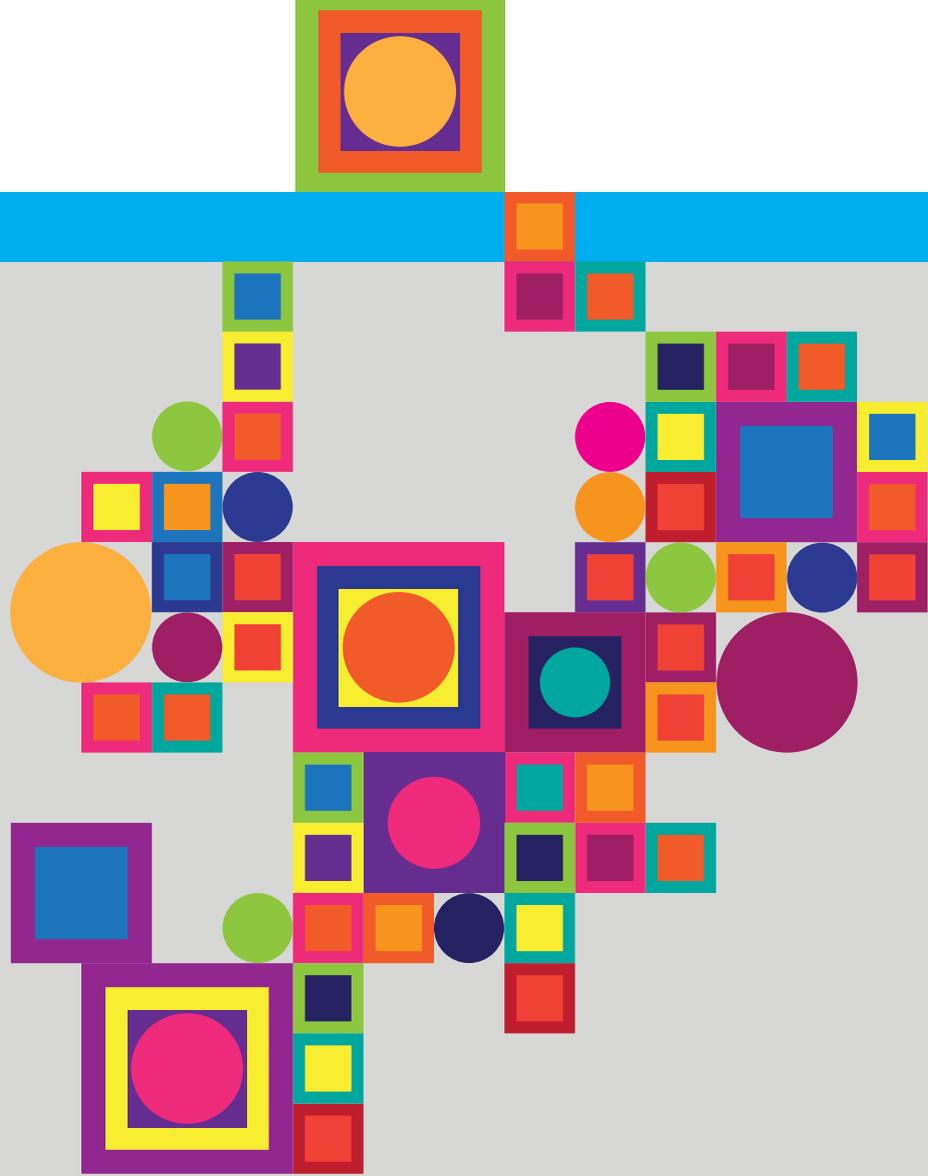
Candid self-evaluation promotes accountability and learning and provides the opportunity for teams to make mid-course corrections as outlined in the World Bank Group strategy. More broadly, evaluation allows staff to look back at a wealth of experience and distill lessons on what works, what doesn't, and why. Using that knowledge to guide future development projects will help improve the quality and effectiveness of Bank Group investments.

“I see the importance of the project evaluation reports, which help assist development outcomes as well as effectiveness. Self-evaluation has been a great learning tool for MIGA staff,” said Keiko Honda, executive vice president and CEO of MIGA.

In her closing remarks, Nena Stoiljkovic, vice president of Global Client Services in IFC, congratulated all recipients, telling them, “Your efforts exemplify your commitment to learning in operations, and ultimately will help us improve our development effectiveness.”

IEG Senior Advisor and Deputy Director Rick Scobey pointed out that having the awards on June 18 was particularly meaningful, given that “Exactly one year ago, the World Bank Group started RMES,” the collaborative community of practice made up of approximately 300 Bank Group staff who work on M&E and results management.

The IEG Good Practice Awards were established 11 years ago, with the purpose of recognizing Bank Group staff for excellent work in preparing self-evaluations. A complete listing of the 2015 awardees is available at <http://ieg.worldbank.org/ieg-awards-2015>.





Improving Our Own Work

IMPROVING OUR INTERNAL PROCESSES AND methods will enhance our products and our influence. This year IEG has undertaken numerous initiatives to improve our tools and our work. In FY15, we paid specific attention to systematically enhancing the user experience of IEG's clients—so as to increase the uptake of our insights.

IEG's Own Effectiveness: Investing in Internal Knowledge Management, Learning, and Processes

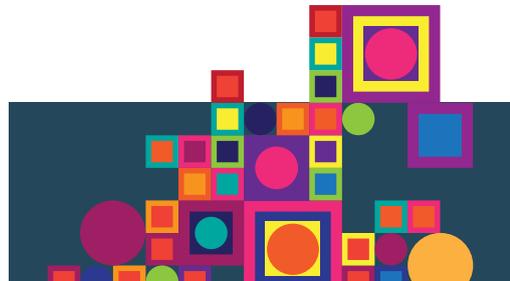
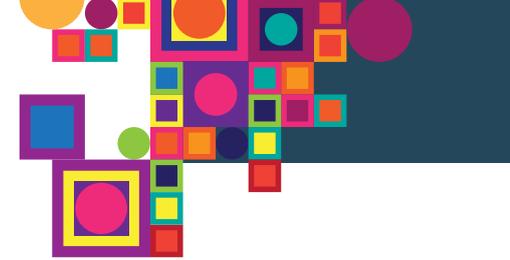
IEG has continued to invest in testing, adapting, and developing new methods to ensure that we maintain cutting-edge rigor and quality in evaluating World Bank Group development effectiveness. Key steps include publishing our methodologies on the web to ensure transparency and credibility, using new software tools to more efficiently review documents for evidence, tapping into large data sets to deepen the evidence we use in evaluation, and establishing standards for data collection and sharing.

Within the World Bank Group, IEG uses its intranet—IEGNet—as a collaborative space, thus ensuring “channels are always open” vis-à-vis World Bank Group staff. All evaluations are posted here, and there is a gallery of interactive self-service reports and data visualizations. Disclosures are tracked as well, both upcoming and completed. This bridge connects staff around relevant knowledge, enabling collaboration, discussion, and online engagement.

IEG also invested in a number of systems solutions to facilitate faster and more effective evaluation and validation work. For example, a new system to track and complete ICR Reviews was developed, as was a system to automatically track and improve the production of PPARs. This latter system allows all staff to track progress; access all related documents, emails, and notes; receive alerts; and generate custom reports that can feed into PPARs. Furthermore, IEG continued to work with its internal partners to integrate all IEG evaluation reports into ImageBank and the Open Knowledge Repository.

“It is good to have you and your managers at the helm at IEG, and we in the evaluation community want to know more about your stewardship of a strong evaluation culture that uses evaluation to build a better world.”

TESSIE CATSAMBAS,
commenting on the June 16 What Works
Blog, “Building a Better World.”



IEG invested in and re-released LessonFinder—a user-friendly interface with a database that brings together several hundred project-specific lessons noted by IFC and MIGA staff. These lessons draw on Expanded Project Supervision Reports, Project Completion Reports, and Project Evaluation Reports that have been validated by IEG. Key words ensure that when staff begin planning a new project, LessonFinder prompts them to access the lessons, project documents, and even staff contacts to ensure projects use best practices from previous Bank Group staff work. The system, though still in early release, is proving useful to IFC staff. IEG held several knowledge sessions to increase awareness of the tool itself. A sustained IEG outreach effort has led to more than 500 unique users worldwide.

Quality Assessment Mechanisms—Learning from Experience

This year IEG continued with two new quality assessment mechanisms that occur after evaluations are completed. First, evaluation teams conduct After Action Reviews to debrief and analyze what happened, why, and how the work could have been done better.

Second, we have conducted meta-evaluations—reviews of our own evaluations by an independent panel, assessing the quality, strengths and weaknesses, and the overall conduct of a sample of individual evaluations. This panel uses best practice standards for its review. Two such evaluations were conducted this year; lessons will be incorporated into all IEG evaluation work going forward.

Our Work Program: Strategic Engagement Areas

In FY15 IEG introduced a new approach for developing our work program, building on three purposefully selected Strategic Engagement Areas: Inclusive Growth, Sustained Service Delivery for the Poor, and Environmental Sustainability. These three topics lie at the heart of the new World Bank Group Strategy and feed into the dual goals of poverty reduction and promoting shared prosperity. They were selected to maximize the collection of evaluation evidence to address the overall challenge of meeting the Bank Group's goals in a sustainable manner; ensure better coordination and synergy on thematic issues across IEG products; and create a stronger platform for engaging with Bank Group management on critical development challenges.



Each Strategic Engagement Area generated proposals for the coming three years for major evaluations and learning products that synthesize existing evaluation evidence. Topics also targeted the second objectives of IEG's Results Framework, related to the implementation of World Bank Group reforms. See page 26 for IEG's FY16–18 work program.

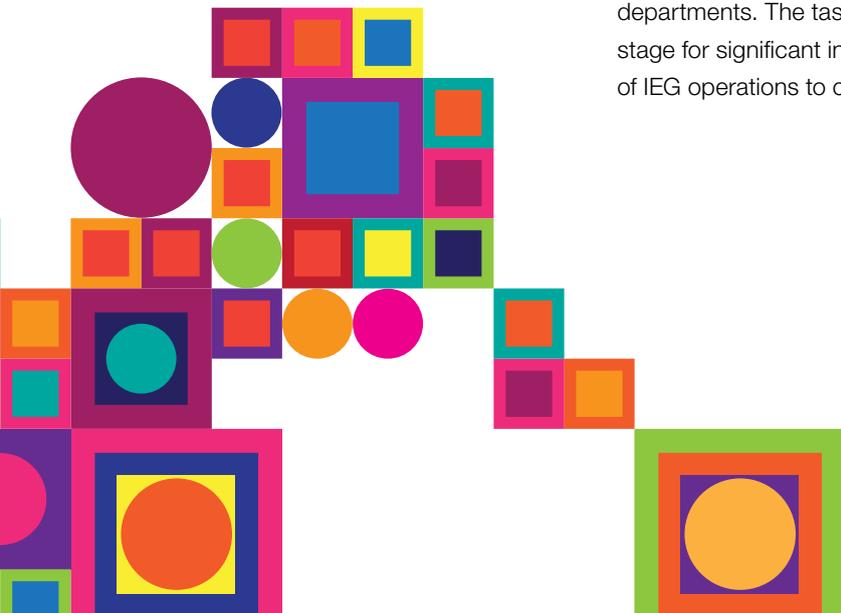
Collaboration and Synergy— Important Working Tools

A staff Task Force on Collaboration and Synergy examined IEG's day-to-day operations. After a series of internal focus groups and interviews, it outlined a series of measures to enhance collaboration, improve efficiencies, and deepen IEG impact. The task force offered recommendations to raise staff awareness, introduce incentives to collaborate, change work program development and evaluation teams' formation, and harmonize processes across departments. The task force work set the stage for significant internal improvements of IEG operations to come in FY16.

IEG Handbook on Data Analysis and Portfolio Review

In March 2015, IEG launched its web-based Handbook on Data Analysis and Portfolio Review. This resource grew out of staff suggestions. It provides IEG staff with a “one-stop shop” of information related to portfolio management and data analysis, which is critical for high-quality evaluation work. The handbook provides an up-to-date assessment of what data are available, who to contact for more information, and where to find more resources, including training. Specific chapters cover, among other topics, an introduction to data analysis and portfolio reviews, World Bank/IFC data by source and by topic, and user interfaces and data integration.

This handbook is an important milestone in IEG's goal to ensure high and uniform standards of quality across IEG evaluation work.



IEG Coaching Program

This internal program consists of technical master classes taught by IEG experts. The goal is to make it a program for cutting-edge expertise development and knowledge transfer. Topics include Uncommon Qualitative Collection Methods, Survey Methods and Sampling, Investment Risk Analysis, Evaluating Advisory and Knowledge Products, and Economic Returns Analysis. With improved knowledge and skills, IEG staff will be able to deliver work that enables effective development work and truly makes a difference to beneficiaries.

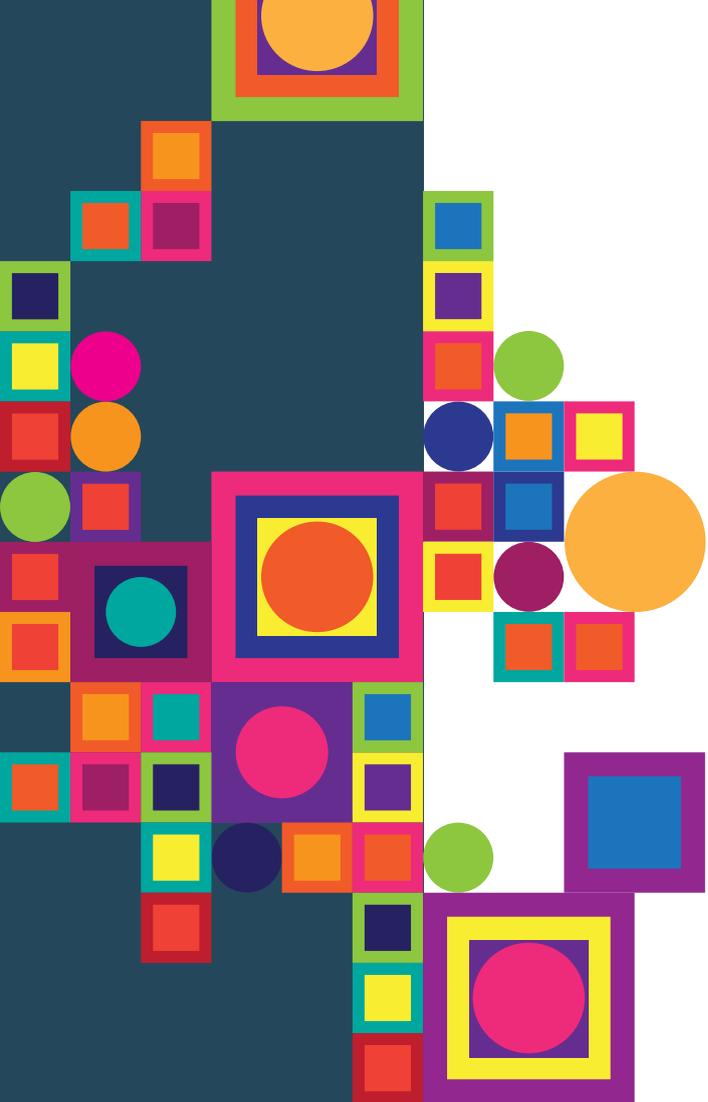
IEG Client Survey

In this year's client survey, respondents rated IEG's impact and influence on the World Bank Group much higher than in the previous survey in FY13: 94 percent of respondents said our work influences development effectiveness to some extent. That is a 20 percent increase among staff.

The survey was sent to more than 13,000 participants. This year IEG made extra efforts to ensure higher response rates than in the past. The average response rate among all audiences was 18.8 percent.

Overall IEG is doing well; there were consistent improvements in ratings of our influence. In terms of quality, we achieved a mean score of 4.2 out of 6, above the mid-point of 3.5 but not as high as our targets in the Results Framework.

It is important for IEG to maintain openness and transparency by facing up to feedback received, and taking action on it. Results are available on IEG's website.



Looking Forward

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.

IEG welcomes the comprehensive and insightful report and will be guided by CODE's decisions on specific next steps. We appreciate the report's reaffirmation that "IEG is an essential corporate asset and safeguard, and a vitally important global public good." The panel examined IEG within the larger Bank Group system of CODE, the Board, and management and staff, and identified a set of eight recommendations to enhance IEG's influence and role as an independent evaluator. Many of the recommendations give further impetus to ongoing initiatives and open the dialogue to push some of them further. A link to the report and IEG's response are available on IEG's website.

Evaluation is useful only when it generates critical evidence that can inform and improve decision making. IEG is on a path to increase its influence in evaluation quality and impact, with the ultimate goal of improving development effectiveness.

1. MAJOR EVALUATIONS

Thematic and Sector Evaluations

- Tertiary Education
- Capital Market Development
- Jobs and Competitiveness

Corporate and Process Evaluations

- Process Evaluation of Systematic Country Diagnostic and Country Partnership Framework
- Review of Program for Results
- Assessment of World Bank Group's Self-Evaluation Systems

Country-Focused Evaluations

- Fragile Situations in Non-FCS Countries
- Clustered Country Program Evaluation on Small States (4 country reports plus synthesis report)

Results and Performance Report

- RAP 2015: Gender Equality

2. OTHER EVALUATION PRODUCTS

PPARs

- World Bank: 50
- IFC: 8

Learning Products^a

- Maximizing Development Impact in IDA (Category II)
- Lessons from Joint World Bank Group Projects (Category I)
- World Bank Group Transformational Engagements (Category II)
- Domestic Resource Mobilization in World Bank Group Instruments (Category I)
- Mobilizing Private Capital for Development (Category I)
- Financial Viability of Infrastructure Delivery (Category I)
- Gender Impacts of Community-Driven Development (Category I)
- Land Administration (Category I)
- Fisheries (Category I)
- Development Policy Operations: Political Economy Analysis (Category II)
- Development Policy Operations: Poverty and Social Impact Analysis (Category II)
- Development Policy Operations: Environment Sector (Category II)

3. VALIDATION PRODUCTS

Country Strategy Completion Report Validations

- 22 expected

Project Completion Report Validations

- XPSR: 40% coverage (103 projects expected)
- PER: (25 expected)
- ICR Reviews: 100% coverage (340 projects expected)

AAA/Advisory Services Completion Report

Validations

- PCR: 51% coverage (102 projects expected)



IEG Work Program FY16-18



1. MAJOR EVALUATIONS

Thematic and Sector Evaluations

- Shared Prosperity in Country Programs
- Rural Non-Farm Economy
- Water Supply and Sanitation
- Urban Transport Services
- Environmental Management of Air and Water Resources

Corporate and Process Evaluations

- Data and Knowledge for Development
- IFC Client Engagement Model

Country-Focused Evaluations

- Clustered Country Program Evaluation on Dynamic Middle-Income Countries

Results and Performance Report

- RAP 2016: Managing for Results

2. OTHER EVALUATION PRODUCTS

PPARs

- World Bank: 55
- IFC: 8

Systematic Reviews and Impact Evaluations

[TBD in prior year]

Learning Products^a

[TBD in prior year, in consultation with management]

3. VALIDATION PRODUCTS

Country Strategy Completion Report Validations

[TBD in prior year]

Project Completion Report Validations

[TBD in prior year, based on expected project closure]

AAA/Advisory Services Completion Report Validations

[TBD in prior year, based on expected project closure]

1. MAJOR EVALUATIONS

Thematic and Sector Evaluations

- Public Finance for Investment and Jobs
- Corporate Sustainability and Development
- Informal Sector and Development
- Sustainable Cities
- Scaling Up Nutrition
- Carbon Finance

Corporate and Process Evaluations

- Process Evaluation of Global Practice/Cross-Cutting Solution Areas
- Engaging Citizens

Country-Focused Evaluations

- Clustered Country Program Evaluation—TBD

Results and Performance Report

- RAP 2017: Working in Partnership

2. OTHER EVALUATION PRODUCTS

PPARs

- World Bank: 60
- IFC: 8

Systematic Reviews and Impact Evaluations

[TBD in prior year]

Learning Products^a

[TBD in prior year, in consultation with management]

3. VALIDATION PRODUCTS

Country Strategy Completion Report Validations

[TBD in prior year]

Project Completion Report Validations

[TBD in prior year, based on expected project closure]

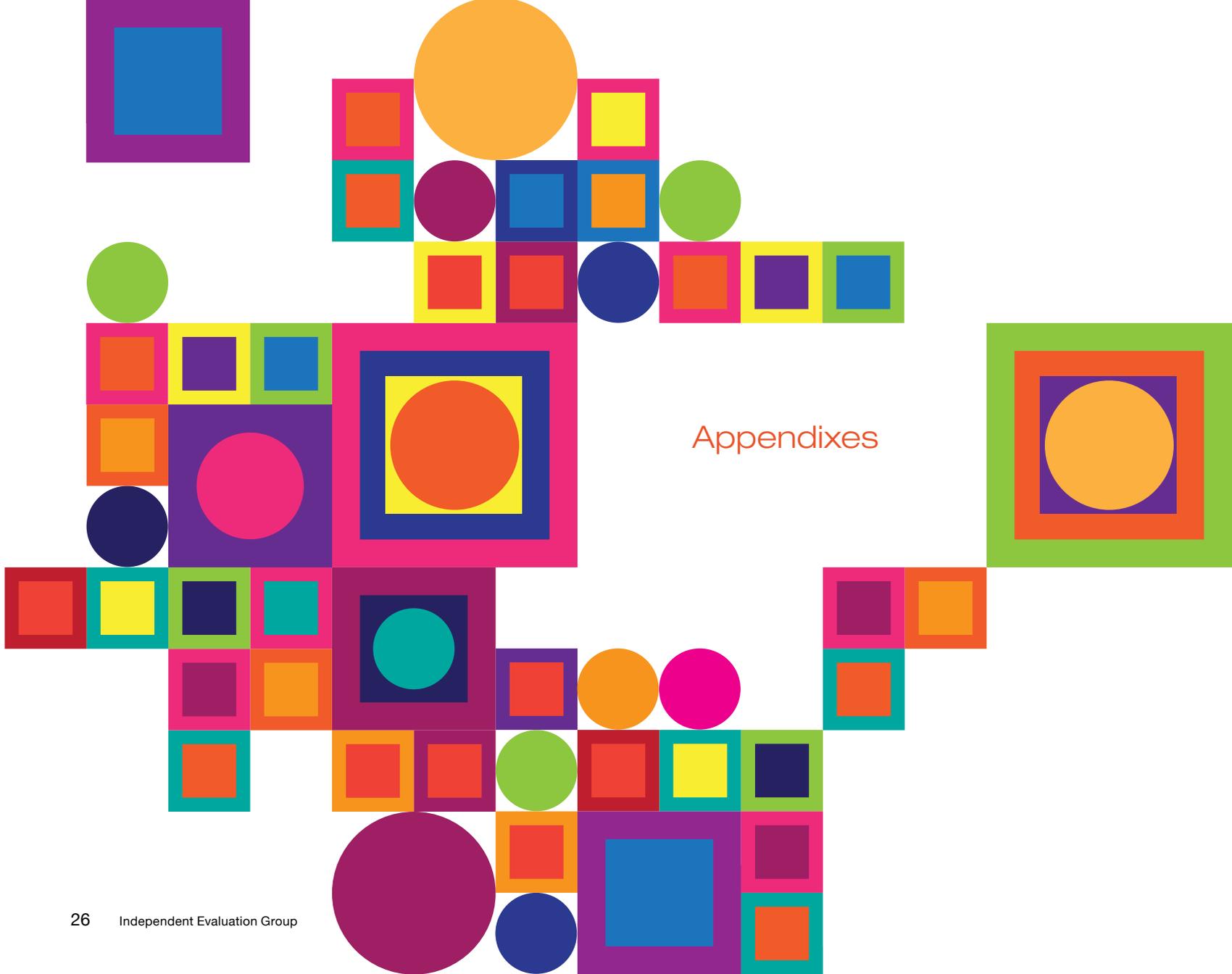
AAA/Advisory Services Completion Report Validations

[TBD in prior year, based on expected project closure]

Note: AAA = Analytic and advisory activity; ICR = Implementation Completion and Results Report (World Bank); PCR = Project Completion Review (IFC); PER = Project Evaluation Review (Multilateral Investment Guarantee Agency); XPSR = Expanded Project Supervision Report (IFC).

a. Category I learning products are sent to the Board's Committee on Development Effectiveness on a for-information-only basis.

Category II learning products are discussed by that Committee the same way major IEG evaluations are.



Appendixes

APPENDIX TABLE A.1 • IEG deliverables and spending

DELIVERABLES (NUMBER)	FY12			FY15		
	FY12	FY13	FY14	Planned	Actual	Percent
Total Major Evaluations	8	10	10	7	7	100
Corporate Evaluations	2	3	4	2	2	100
Sector and Thematic Evaluations	4	5	4	4	4	100
Country Program Evaluations	1	1	2	1	1	100
Impact Evaluations	1	1	0	0	0	100
Project Evaluations and Global Program Reviews						
Project Performance Assessment Reports	40	31	47	53	39	74
Global Program Reviews	1	2	2	0	0	n/a
Total Validations	414	478	573		571	
Implementation Completion Reports	178	295	361		392	
Country Assistance Strategy Completion Reports	20	19	22		12	
Project Completion Reports	130	76	87		72	
Expanded Project Supervision Reports	75*	80	88		78	
MIGA Validations	11*	8	15		16	
Total Spending (\$ millions)	32.5	33.8	34.3		33.4	

*Includes validations and independent project evaluations.

APPENDIX TABLE A.2 • IEG staffing

STAFFING (NUMBER)	FY12	FY13	FY14	FY15
Total Staff	98	107	109	105
By grade				
GA-GD	22	23	22	23
GE	9	7	6	7
GF	20	22	25	21
GG	20	26	30	30
GH	20	22	20	19
GI and above	7	7	6	5

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 = Analyst; GF = Professional; GG = Senior Professional; GH = Manager/Lead Professional; GI = Director/Senior Advisor.



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