



IEG
INDEPENDENT
EVALUATION GROUP

WORLD BANK GROUP
World Bank • IFC • MIGA

ANNUAL
REPORT
2014

expanding influence

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IEG's Strategic Goal

IEG's goal is 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 of the World Bank Group staff, clients, and partners.

message from the director-general, evaluation



In FY14 IEG responded to changes at the World Bank Group by delivering a number of highly appreciated evaluations that spoke to issues on the change agenda and informed policy choices and new beginnings. For instance, evaluations of public-private partnerships and of health finance were welcomed by the Global Practices, Cross-Cutting Solution Areas, and Regions, as they shape their work under the reconfigured World Bank Group structure. The evaluation of World Bank procurement provided timely inputs to the discussions of the Board and management. The evaluation of World Bank Group assistance to low-income fragile and conflict-affected states was particularly valued by external partners, including Bank Group clients, IDA Deputies, and civil society organizations. These and other evaluations provided important lessons from past experience interpreted through a lens that makes them applicable in the future.

Likewise, as promised, we experimented with new product lines. These bring together the findings of a number of smaller, project-based evaluations to synthesize and disseminate findings and lessons. One example was a learning product on the Bank's response to avian influenza that in turn lent itself to social media outreach to help flag important issues in the response to the Ebola crisis. Others draw on larger evaluations to provide focused feedback to a particular stakeholder group, such as the Multilateral Investment Guarantee Agency and its Small Investment Programs, or on a specific subject, such as how social safety net interventions address gender inequality. Others are more pragmatic lessons, such as how best to design results frameworks in country strategies. These evaluations demonstrated how we can produce more bite-size, tailored, and timely products that utilize the wealth of evaluation evidence we have.

While delivering these new outputs, we were also able to reach new peak deliveries in our project-level validation work where, for the first time, we completed more than 500 validations for all three Institutions. These products are important, as they form the foundation for many other analyses and evaluations.

Finally, FY14 was also the year in which we defined clear objectives for IEG's work: deepening the evidence base on what the World Bank Group contributes to achieving the twin goals, and broadening the understanding of early implementation results of the Bank Group Strategy. These objectives help us make strategic choices about what we evaluate and drive the development of our methodologies. They go hand in hand with a strong commitment to ensure learning from evaluation. Together we are well positioned to strengthen effectiveness of our evaluation work.

Caroline Heider



evaluation: showing what works

The World Bank Group has begun implementing a new strategy, aimed at achieving two goals: **ending extreme poverty and promoting shared prosperity**. To achieve these goals, the World Bank Group—and its clients and partners—needs to better understand what works and why, to draw lessons and good practices from experience, and to inform decision making and future action. IEG is well positioned to contribute to the achievement of the goals by providing extensive knowledge about the results and performance of development interventions and a critical, independent perspective to nurture and challenge the World Bank Group to do its best work.

sharing knowledge, facilitating learning

In FY14 IEG delivered seven major evaluations, two country program evaluations (CPEs), the annual Results and Performance Report, and 47 Project Performance Assessment Reports (PPARs) on World Bank operations. In addition, over the past year IEG has sharpened its focus on facilitating learning from its evaluations. As the World Bank Group shifts to a development solutions culture, IEG's major evaluations now focus more on multisectoral themes; full integration of lending, knowledge, and convening services; and World Bank Group collaboration and synergy.



Knowledge from Major Evaluations

The evaluation *World Bank Group Support to Public-Private Partnerships* illustrates a strong solutions approach. Private capital flows are now greater than official development assistance; private partners are emerging as important sources of finance. In its evaluation of public-private partnerships (PPPs), IEG found that the Bank Group's policy reform and institution building among PPPs are of high relevance, though much of its sector reform work fails for reasons of political economy and complexity. In *World Bank Group Support for Innovation and Entrepreneurship*, IEG found that the Bank Group needs to articulate a clear vision of how it will use innovation to solve major development problems and how that vision can be transformed into workable solutions. This is an important issue for both low- and middle-income countries where large segments of the population live in poverty, many surviving on less than \$2 a day.

As part of our shift to a knowledge sharing and solutions focus, we are grounding our work in a more nuanced analysis of the political economy of World Bank Group assistance and examining how the Bank Group manages risks during program implementation—for example, the FY14 Tunisia CPE addresses the effectiveness of the World Bank Group response to governance issues in the context of the Arab Spring.



Influential Evaluations

The World Bank and Public Procurement

GIVEN THE CRITICAL ROLE of procurement in the efficiency of countries' public expenditures, IEG evaluated how the Bank helps countries develop the ability to improve their systems and how the Bank's guidelines support its own goals of competition, economy, efficiency, and transparency. IEG delivered *The World Bank and Public Procurement* in time to inform the Bank Group's own assessment of its procurement strategy. A final conclusion was that process change requires strong monitoring, clear standards, and changes in incentives to encourage smart risks. IEG presented these findings to international procurement audiences in Jeddah, Paris, Geneva, and Tunis. ■

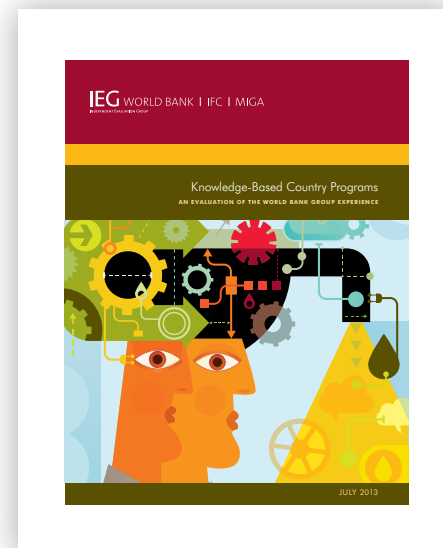
Our flagship annual *Results and Performance of the World Bank Group* (RAP), which examines the Bank Group's effectiveness in addressing current and emerging development challenges, focused on risk management. IEG found that the Bank Group's risk management architecture operates effectively across a range of financial and reputational risks, but operational risks at both the entry and project levels need to be better managed.

To make our reports more timely and accessible, we are putting in place new processes and incentives to accelerate the delivery of more concise reports; additional relevant material is included in appendices, and some topics are divided into a series of more "bite-sized" products. Some reports require additional time and length by the nature of their topic, whereas others can be fast-tracked—such as *Learning and Results in World Bank Operations*. This evaluation split a complex topic into two separate phases. The first phase of the report, *How the Bank Learns*, had an elapsed time of four months from the Approach Paper meeting to report completion.

Country and Global Program Lessons

Each year IEG evaluates various country strategies and Bank Group outcomes. The most recent *Results and Performance* report indicated that country program outcome ratings declined in general, but that project performance in fragile and conflict-affected states (FCS) improved. The Bank Group has identified support to these countries as a strategic priority, thus IEG's evaluation *The World Bank Group in Low-Income Fragile and Conflict-Affected States* was timely and important. It emphasized the need to more accurately classify these countries, tailor strategies, support capacity building, and develop realistic frameworks for inclusive jobs and growth.

In its Brazil CPE, IEG reported that the adaptability in the Bank's country program helped it achieve a moderately satisfactory rating, with some areas earning higher ratings than others. IEG offered several recommendations, including enhanced dialogue with country authorities to identify the most relevant support. The main question, though, is whether the Bank Group can be transformational in a middle-income country, which is one of the major aspirations of its change management initiatives. To be that, it must maximize its contribution per dollar earned.



In FY14 IEG completed two global partnership reviews: The Global Environment Facility (GEF) and *The Global Alliance for Vaccination and Immunization (GAVI)*. The GEF review revealed that although the Bank Group and the GEF perceive each other as mutually relevant, the effectiveness of the partnership has significantly diminished over the last decade. GAVI, the third largest multilateral organization in the health sector, has a single mandate: to increase access to immunization in poor countries. IEG found that there are opportunities for stronger Bank engagement in immunization activities at the country level, in GAVI's governance, and in broader immunization policy discussions.

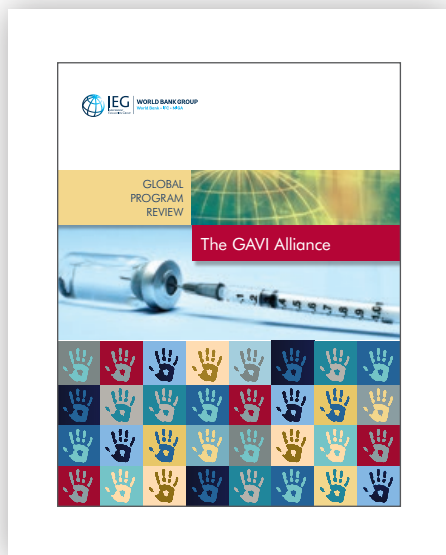


Influential Evaluations

The World Bank Group in Low-Income Fragile and Conflict-Affected States

THIS EVALUATION illustrates the scope for transformative learning and knowledge sharing on a critical corporate priority. Numerous results came from the evaluation.

- Early sharing of findings to the IDA Deputies as they framed the focus of the Special Theme on FCS for the IDA17 replenishment.
- Collaboration with the World Bank Group FCS Hub on a two-day learning retreat of Bank Group Country Directors and Country Managers from FCS countries. Sessions were organized on aspects of the evaluation such as natural resources management, gender, inclusive growth, and jobs.
- Launch of the evaluation at an international seminar organized jointly with the International Dialogue for Statebuilding and Peacebuilding Working Group on Implementation, where the keynote speaker was the Chair of the G7+ group of FCS countries.
- Development of related learning tools, including Evaluation Notes that highlight key findings and action points for use in the World Bank Group core course on Fragility, Conflict and Violence; and a compendium of analytical findings and lessons on priority sectors and themes for FCS contexts. ■



Evaluation Validation

IEG reviews every Implementation Completion and Results Report (ICR) done in the World Bank—between 200 and 300 each year. IEG also validates a sampling of the self-evaluations of projects from the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA)—Expanded Project Supervisory Reports (XPSRs) and Project Completion Reports (PCRs), respectively. IEG also validates completion reports for all Country Assistance Strategy Completion Reports.

These validations are a core part of IEG's work for two reasons: First, they provide the evidence base for IEG's own work—PPARs, portfolio reviews, and major evaluations. Second, they are one of the most sought-after pieces of work that IEG produces. The ratings and the lessons clarified in these reviews address the efficiency of Bank Group work and help audiences understand what works, when, and why.

IEG recently concluded discussions with IFC and MIGA about streamlining the XPSRs and Project Evaluation Reports. IEG also agreed to reduce the sampling rate for XPSRs from 45 to 40 percent, given the increase in the number of IFC projects. These changes will not

compromise our ability to report on the performance of IFC's investment operations.

In FY14, IEG completed 361 ICR Reviews, 88 XPSR reviews for IFC projects, and 87 PCRs and 9 Public Expenditure Reviews for MIGA. IEG's ICR Review completion rate stands at approximately 75 percent, which is higher than in recent years and reflects enhanced efficiency of the internal process for these products.

Learning Products

The goal of IEG's learning products is to distill and synthesize useful operational and strategic learning from existing evaluations—be they project evaluations or country, sector, or thematic evaluations. In FY14, a highly relevant learning product summarized lessons learned from the World Bank Group response to avian influenza in 2006–13. Building on the educational value of the report, IEG crystallized 10 lessons the international community could use to contain the spread of the Ebola virus and cope with the humanitarian and economic impacts of the crisis. This “just in time” global knowledge sharing was valued by the new Health, Nutrition, and Population Global Practice, which incorporated the lessons into the design of the new World Bank Group response to the epidemic.





driving development effectiveness

The World Bank Group continued internal reforms in FY14. In light of these, IEG analyzed how to fulfill our mandate of independently evaluating the Bank Group's contributions to the achievement of the twin goals and the implementation of its new strategy. A new IEG Results Framework was created (see page 13) that sharpens our objectives, spells out how we aim to enhance the Bank Group's development effectiveness, and promotes increased transparency and accountability on how we measure success.

IEG's goal is to accelerate World Bank Group development effectiveness through independent evaluation. The Bank Group's twin goals now define development effectiveness in a measurable way—the degree to which Bank Group programs and activities contribute to achieving reductions in extreme poverty and boosting shared prosperity by 2030. Our long-term vision is framed to align with these goals. As a result of our evaluations, the Board and Bank Group management and staff should be able to make better-informed decisions based on evidence of what has worked in the past.

What Works and Real-Time Learning

This goal builds on and reinforces the strong focus on poverty reduction and achievement of the Millennium Development Goals that we introduced into our past two work program cycles. To ensure that we take the right interim steps to achieve the long-term goal, we have further defined specific intermediate objectives.

Over the next six years, IEG will focus on two objectives for independent evaluation:

1 WHAT WORKS

Deepening evidence about the results of Bank Group programs and activities—and their effectiveness for accelerating growth, inclusiveness, and sustainability—to contribute to the achievement of the World Bank Group's interim targets.

2 REAL-TIME LEARNING

Generating evidence on the early implementation experience of the World Bank Group strategy to enable mid-course corrections and to promote a stronger internal culture for results, accountability, and learning.

Our Results Framework maps out how we intend to achieve these objectives, including the “chain of logic” on how the deliverables proposed in the FY15–17 work program feed into intermediate (1–3 years) and medium-term (4–6 years) outcomes. It also includes indicators to assess our progress (are inputs and outputs effective, and are they generating the expected short-term outcomes?) and impact (are the intermediate outcomes leading to the expected results required to achieve the objective?).

IEG's Agenda of Influence

IEG has laid out an ambitious agenda—to support Bank Group staff in taking better informed decisions about programs and activities that will help countries more effectively and efficiently achieve the twin goals.

To solidify its impact, IEG launched an internal effort to strengthen our influence and impact. We have been investing significantly in a long-term agenda to build our capacity for:

- Making strategic choices on evaluation coverage and business lines adjustments
- Enhancing the quality and credibility of IEG work
- Scaling up knowledge, learning, and communications
- Managing human and financial resources more effectively.

Several recent examples of powerful learning and knowledge sharing from IEG work have helped the Bank Group make better-informed decisions:

- To enhance the delivery of assistance to FCS, the IDA17 replenishment includes a specific policy commitment to “Implement management’s response to the recommendations of the IEG evaluation of World Bank Group support to FCSs.”
- The new IFC Road Map 2015–2017 notes that IFC has made changes in how it reports short-term trade finance in response to the FY13 evaluation on global trade finance.
- The findings of the FY14 *Learning and Results in World Bank Operations*, which was initiated at the request of the World Bank Group President, are now feeding into reform discussions on how to better embed learning and knowledge in operations and the launch of the Bank Group’s new Global Practices and Cross-Cutting Solution Areas.


For the past two years, IEG has focused on clarifying its strategic objectives and ensuring greater selectivity and alignment of evaluation work with key priorities. The development of the new IEG Results Framework is a major step forward. IEG is already implementing several steps to strengthen alignment, efficiency, and outcomes of the current product mix.

IEG Work Quality and Credibility

QUALITY ASSURANCE FRAMEWORK

Over the past two years, IEG has put in place a more comprehensive quality assurance framework.

- Good quality starts with the selection of the right evaluation issues, so IEG has introduced a new process for selectivity and prioritization of elements of its work program.
- During evaluation preparation and implementation, IEG has established some new steps for evaluation teams to take, including quality standards for approach papers, the introduction of quality enhancement reviews as requested by task team leaders, internal IEG review meetings on the draft Approach Paper and evaluation report with external peer reviewers, and review and feedback by Bank Group management on the draft Approach Paper and evaluation report.
- In FY14, IEG introduced two assessment mechanisms for post-completion of reports: (i) After-Action Reviews, where IEG staff have a structured debrief to analyze what happened, why, and how the work could have been done better; and (ii) meta-evaluations, where an independent panel provides an assessment of the quality, strengths and weaknesses, and overall conduct of a sample of individual IEG evaluations. The panel assesses utility, feasibility, propriety, and validity, drawing on standards from the Joint Committee on Standards and the Evaluation Cooperation Group *Big Book of Good Practice Standards*. The first round of assessments is under way on three evaluations.



IEG quality assurance framework

Work Program Development

Independent Evaluation Group

- Select evaluation topics using selectivity standards to ensure relevance and impact



During Evaluation

Independent Evaluation Group

- Adhere to quality standards for Approach Paper
- Conduct quality enhancement review
- Conduct internal review of Approach Paper
- Conduct internal review of Evaluation Report
- Track Management Action Record process

Peer Reviewers and External Advisory Panel

- Comment on Approach Paper
- Comment on Evaluation Report

World Bank Group Management

- Provide comments and corrections to Approach Paper
- Provide comments and corrections to Evaluation Report



After Evaluation Completion

Independent Evaluation Group

- Hold After-Action Review

External Meta-Evaluation

- Examine process and quality
- Assess whether evaluation had intended influence

World Bank Group Management

- Participate in client feedback survey

METHODS AND DATA

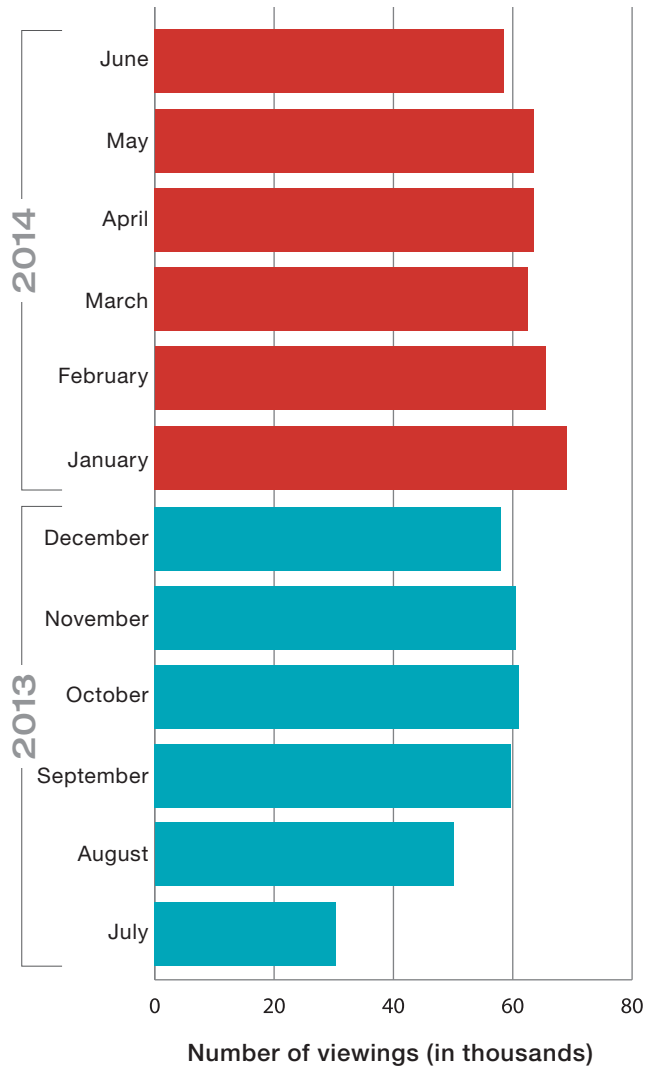
IEG has continued to invest in testing, adapting, and developing new methods to ensure that we maintain cutting-edge rigor and quality in our evaluation of World Bank Group development effectiveness. Key steps include the following:

- Publishing IEG's methodologies on our website to ensure transparency and credibility
- Refining and harmonizing project validation methodologies for the Bank, IFC, and MIGA, in line with the consolidated data reporting requirements of the new World Bank Group Monitoring and Evaluation Framework
- Using new software tools to more efficiently review documents for evidence
- Tapping into large internal and external data sets and beneficiary feedback mechanisms to deepen the evidence we use in evaluations
- Establishing standards for data collection and sharing to make our evaluation data more accessible to stakeholders
- Harmonizing the methodology and ratings of CASCRs, with IEG and Bank Group operations issuing a joint guidance note: "Assessing Country Partnership Strategies: A Shared Approach"
- Continuing close collaboration with Evaluation Cooperation Group to develop and refine evaluation methods and good practice standards for project evaluation across multilateral development banks.

In FY15–17, IEG will focus on improving methods related to the evaluation of Bank Group contributions to the achievement of the twin goals, in line with the objectives and outcomes spelled out in the Results Framework.

- In partnership with the Development Economics Vice-Presidency in the World Bank Group, IEG is assessing its current evaluation methodologies from the perspective of measuring the performance and results of Bank Group programs and activities on shared prosperity and inclusive growth. The methodological issues are multidimensional, reflecting the relevance of growth analytics and decomposition, household survey evidence of project incidence, and qualitative evidence on participation, voice, and accountability at the local level.
- IEG has a specific work stream on gender equality that will identify approaches to facilitate the assessment of gender-relevant impacts in evaluation products, provide support to evaluators, and foster learning and knowledge sharing within and outside the World Bank Group.
- To ensure that complex issues like inclusive growth draw on state-of-the-art research methods, IEG has also launched work to deepen the use of mixed methods in evaluation work, sharpen our methodologies for qualitative and quantitative analysis, and develop a more rigorous framework for assessing the contribution of the Bank Group when it is difficult to attribute outcomes directly to interventions.

IEG FY14 webpage views



BANK GROUP MANAGEMENT ACCOUNTABILITY

IEG's Management Action Record tracks the implementation of our recommendations by the Bank Group. In FY14, IEG completed an update of this system, making it accessible to the public in an online database. This has been an important step to strengthen monitoring and accountability in the implementation of agreed actions. In the longer run, it will also enhance the quality and impact of IEG evaluations. Key outcomes include:

- Improved quality of IEG recommendations, including clearer links to findings, prioritization, better clarity and specificity, and considerations of feasibility and cost effectiveness
- Stronger engagement with Bank Group management while drafting the recommendations, to build understanding and agreement
- More specific Bank Group actions to implement IEG recommendations, and clearer timeline and monitoring arrangements
- Enhanced assessment of progress on implementation and reduced inconsistencies in ratings between IEG and Bank Group management.

The new online system provides a central repository of findings, recommendations, management responses, detailed action plans and implementation, for use by all stakeholders.

Expanding the Capacity to Evaluate

In 2014, IEG continued to deliver on our mandate to build effective monitoring and evaluation (M&E) associations, capacities, and systems in the World Bank Group's client countries. As part of this objective, IEG implemented three major streams of work.

CLEAR: IEG hosts and provides leadership to the global partnership program CLEAR (Centers for Learning on Evaluation and Results). CLEAR collaborates with competitively selected leading academic and training institutions around the world (located in China, India, Mexico, South Africa, and Senegal) to design and provide cost-effective and relevant capacity development in M&E. In FY14, CLEAR received additional funding to add a CLEAR center in Brazil.

IPDET: IEG continued its flagship training program, the International Program for Development Evaluation Training, in collaboration with Carleton University. IPDET provides tools for evaluating development policies, programs, and projects at local, national, regional, and global levels. This year 154 attendees from 68 countries took part in the core two-week program and 61 more attended the workshops, for a total of 215 participants and more than 2,000 alumni.

Knowledge Sharing: IEG also continued to produce and share practical knowledge on how to build effective M&E systems through publications and how-to guides. This included two publications on the government-wide evaluation systems in China and India. These publications are useful to country partners that wish to determine what advances are being made in countries and how evaluations can be implemented in practical terms. In addition, IEG held a high-level seminar in China on the use of evaluations in central agencies.

Scaling Up Knowledge, Learning, and Communications

KNOWLEDGE AND LEARNING

Independent evaluation generates critical evidence to inform and improve decision making—and this requires that the evidence is understood and deployed in the right context and in dynamic formats. IEG therefore attaches great importance to enhancing the distillation and dissemination of knowledge from evaluation products, including through the development of new products and processes that share findings, lessons, and good practices.

Several efforts were started in FY14 to facilitate learning from evaluations. IEG wants to enhance the “user experience” of its clients along the entire production process, with the aim of increasing the uptake of evaluative insights at various stages of project concept, design, and implementation.

COMMUNICATIONS

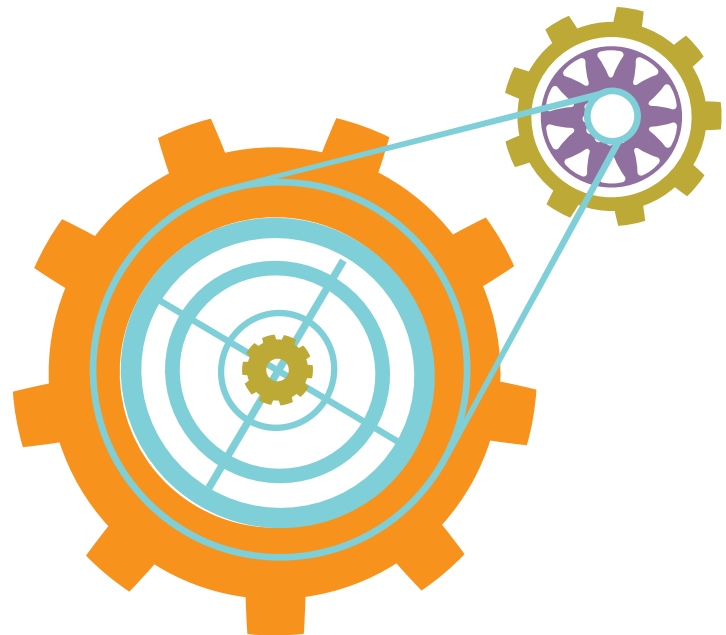
To successfully deliver an expanded learning and knowledge sharing program, IEG continues to enhance its strategic communications functions. Based on the feedback from a stakeholder survey conducted in FY13, an action plan was developed to more effectively position IEG as a premier source of evaluation knowledge on development issues. In FY14, the external website was revamped to improve accessibility and use, and the use of social media communication channels increased, including a new blog by the Director General.

Internal Work Improvements

HUMAN RESOURCES

IEG manages its staff levels and skills mix to support its strategic directions and corresponding work program. To ensure alignment, IEG relies on multiple human resources tools that nurture effective development of staff:

- IEG has implemented a performance management framework that connects staff’s work directly with IEG priorities through cascading objectives from the Director General down to all staff; this is captured in transparent individual work plans.
- IEG has finalized the development of evaluation competencies, in partnership with other Bank Group stakeholders, to help enrich professional development by giving staff a clearer view of what is needed at different levels of an evaluation job.





IEG work program FY15–17



Major Evaluations¹

2015

Thematic and Sector Evaluations

- Getting to Poverty
- Inclusive Finance
- Electricity Access
- Early Childhood Development

Corporate and Process Evaluations

- Learning and Results in World Bank Operations—Phase 2

Country-Focused Evaluations

- Clustered CPE on Resource-Rich Countries
- World Bank Group Support to Fragile Situations in Non-FCS Countries

Results and Performance Report

- RAP 2014: Achieving the MDGs

Other Evaluations²

PPARs

- 40–50

Systematic Reviews and Impact Evaluations

- Tertiary Education
- Gender Phase 2
- Electricity Access

Large, Country, Thematic, Sector, Corporate, Process Synthesis Reports

- Enhancing the Development Effectiveness of World Bank Group Partnerships
- Learning Notes for Global Programs and Cross-Cutting Solution Areas
- Country Synthesis Notes
- Good Practice Notes on Systematic Country Diagnostics
- World Bank Group Transformational Engagements
- Review of Instruments: Development Policy Operations
- Housing Finance
- Microfinance
- IFC Additionality
- Manufacturing
- Renewable Energy

Validations

Country Strategy Completion Report Validations

- To be determined based on actual CAS delivery

Project Completion Report Validation

- IFC XPSRs: 40% coverage (103 projects expected)
- MIGA Public Expenditure Reviews: 25
- World Bank ICR Reviews: 100% coverage (340 projects expected)

AAA/AS Completion Report Validations

- IFC PCRs: 51% coverage (102 projects expected)
- World Bank knowledge product reviews: to be determined

2016

Thematic and Sector Evaluations

- Rural Employment and Income Generation
- Accelerating Prosperity through Tertiary Education
- Capital Market Development for Long-Term Growth
- Jobs and Competitiveness

Corporate and Process Evaluations

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

Country-Focused Evaluations

- Clustered CPE on Small States

Results and Performance Report

- RAP 2015: Gender Equality

PPARs

(to be determined)

Systematic Reviews and Impact Evaluations

(to be determined)

2017

Thematic and Sector Evaluations

- Promoting Shared Prosperity
- Ensuring Environmental and Social Sustainability
- Tackling Urban Poverty
- Mobilizing Private Resources for Large-Scale Impact
- Promoting Private Sector Development in Frontier Markets

Corporate and Process Evaluations

- Process Evaluation of Global Practices
- Engaging Citizens

Country-Focused Evaluations

- Clustered CPE on Inclusive Growth in Middle-Income Countries

Results and Performance Report

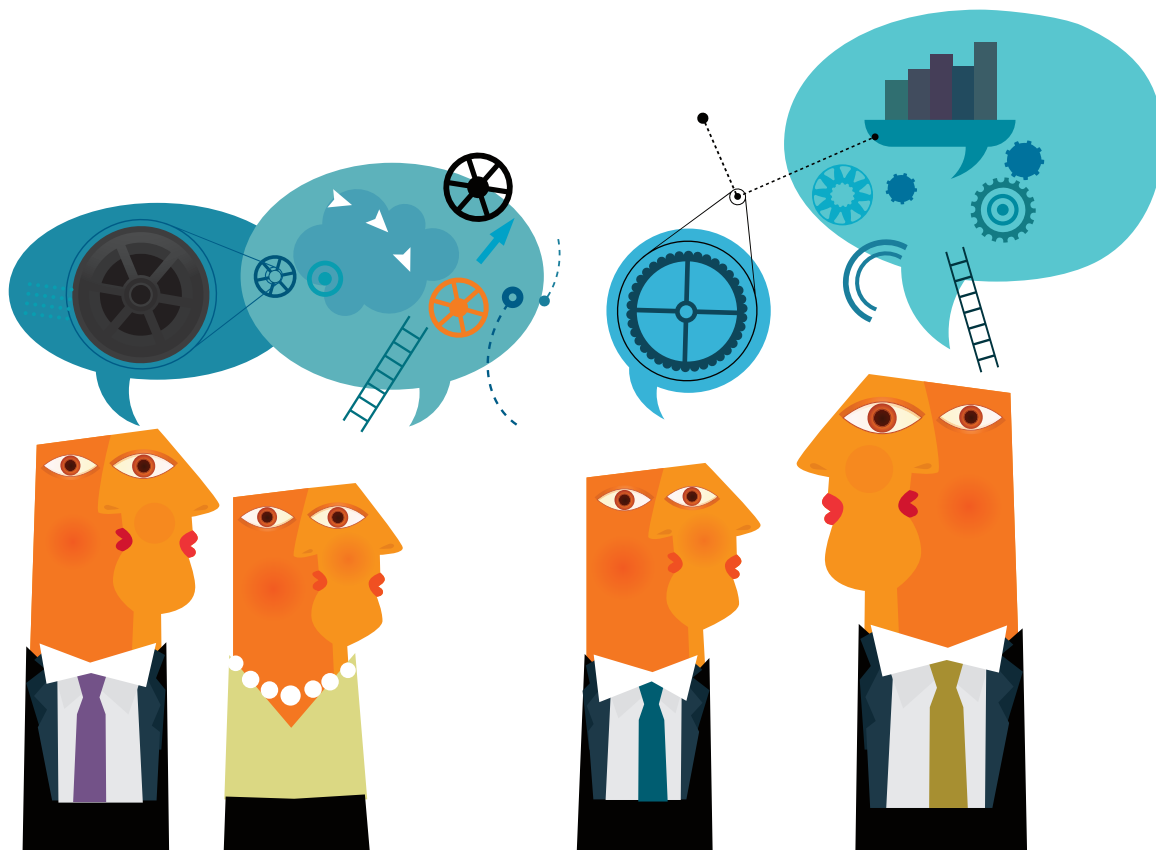
- RAP 2016: Sustainability for Future Generations

PPARs

(to be determined)

Systematic Reviews and Impact Evaluations

(to be determined)



¹“Major evaluations” are flagship evaluation products that are expected to be submitted to the Board; with the exception of the RAP, they are prepared on the basis of approach papers and typically involve extensive fieldwork and primary data/information collection by IEG.

²“Other evaluation products” include PPARs, systematic reviews assessing existing impact evaluations, new impact evaluations, large synthesis reviews with a learning and knowledge sharing focus that typically draw on existing evaluations without fieldwork, and partnership reviews.

appendices

TABLE A.1 | IEG Deliverables and Spending

	FY11	FY12	FY13	FY14		
				Planned	Actual	Percent
Deliverables (Number)						
Major Evaluations	14	8	10	10	10	100
Corporate Evaluations	3	2	3	4	4	100
Sector and Thematic Evaluations	7	4	5	4	4	100
Country Program Evaluations	2	1	1	2	2	100
Impact Evaluations	2	1	1	0	0	N/A
Project Evaluations and Global Program Reviews						
Project Performance Assessment Reports	46	40	31	40	47	117
Global Program Reviews	5	1	2	2	2	100
Validations						
Total	376	414	478	573		
Implementation Completion Reports	234	178	295	361		
Country Assistance Strategy Completion Reports	13	20	19	22		
Project Completion Reports	65	130	76	87		
Expanded Project Supervision Reports	64	75*	80	88		
MIGA Validations	5	11*	8	15		
Spending (\$ Millions)						
Total Spending	33.5	32.5	33.8	34.3		

TABLE A.2 | IEG Staffing

	FY11	FY12	FY13	FY14
Staffing (Number)				
Total Staff	108	98	107	109
By Grade				
GA–GD	25	22	23	22
GE	14	9	7	6
GF	17	20	22	25
GG	21	20	26	30
GH	24	20	22	20
GI and Above	7	7	7	6

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



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