



IEG
INDEPENDENT
EVALUATION GROUP

WORLD BANK GROUP
World Bank • IFC • MIGA

2017 ANNUAL REPORT

Influence through

EVALUATION

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 improve the World Bank Group's development effectiveness. IEG evaluations 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 the 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, management and staff of the World Bank Group, and the global development and evaluation communities
- evaluation capacity development for World Bank Group staff, clients, and partners.



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MESSAGE from the Director-General

Fiscal year (FY)17 has been exciting for us.

In line with our long-term agenda, we have delivered timely, highly relevant evaluations that speak to the current issues. For example, our evaluations of the World Bank Group's new country engagement model and of the relatively new Program-for-Results lending instrument informed course corrections for the management of the World Bank Group institutions.

Likewise, we have influenced debates in our three strategic engagement areas: inclusive and sustainable economic growth, investing in people, and fostering resilience to global shocks and threats. We completed an important assessment of how well the World Bank Group is positioned to attain its goal of boosting shared prosperity. The results should help the World Bank Group institutions—the International Bank for Reconstruction and

Development (IBRD), the International Development Association (IDA), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA)—adjust their programs to ensure ultimate success. We also completed two evaluations on delivering services to the poor and simultaneously stimulated discussions about the assessment of service delivery and behavior change. For our strategic engagement area on environmental sustainability, we put together a synthesis paper of all our findings on resilience to systemic shocks.

During the year, we enhanced our investments in methodology. With the systematic involvement of our new methods advisor, we have seen a greater range of evaluation methods used in our major reports. These investments will further mature in the coming years and be the platform on which IEG can start testing new methods in the future.



A major pillar of our strategy, outreach (communicating to the right people in the right format at the right time), continues to strengthen, as evidenced by our increased social media presence, growing subscriber base, and number of report downloads. In addition to sharing findings from evaluations, we use outreach to spark discussions among the international evaluation community. In the past 12 months, we have run several blog series that attracted a lot of attention, particularly “ReThinking Evaluation” and a collection on program theory. We intend to continue with these series with topics such as ICT for evaluation.

In response to demands to increase learning and subsequent change from our evaluations, we also piloted new ways of writing recommendations and new learning engagements—on-demand interventions that draw on existing evaluation evidence to promote

greater understanding, learning, and change within the World Bank Group. Both pilots will be reviewed to assess whether they achieve greater uptake of evaluation findings and recommendations.

Internally, we updated IEG’s mandate, worked on developing a World Bank Group–wide evaluation framework, and launched the IEG Academy as a resource to invest in systematic staff development to enhance skills, knowledge, and opportunities for professional growth.

Caroline Heider,
Director-General, Evaluation

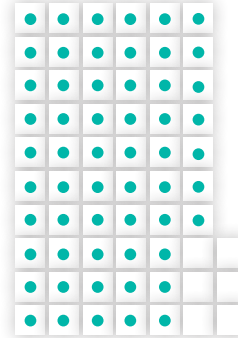
FY17 Highlights

evaluations



(Target versus Actual)

project-level assessments

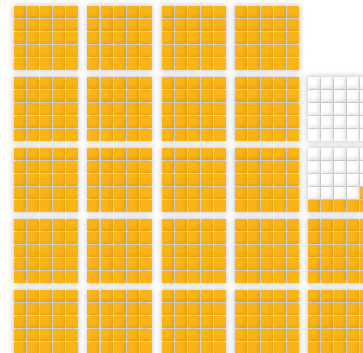


Project performance assessment reports

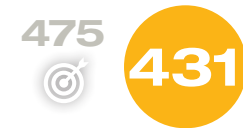


(Target versus Actual)

project validations

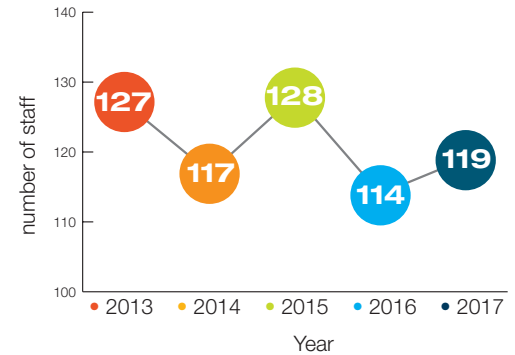
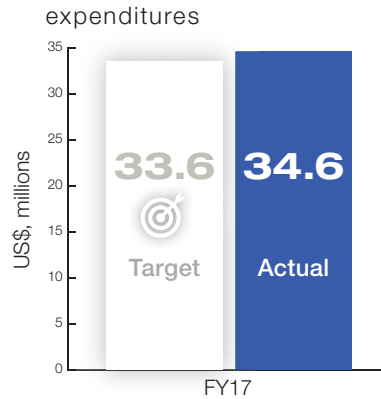
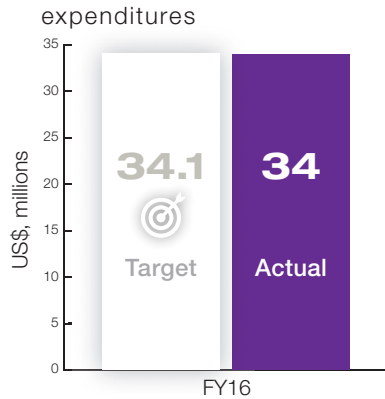


Project validations



(Target versus Actual)

resources



knowledge, learning, and dissemination

48

Number of blogs published

Number of learning events

58

Number of report downloads

59,625

150,000

Number of unique website visitors in FY17

Number of Access to Information requests received and delivered

67



Influence through Evaluation

An Overview of IEG's Evaluation Activities During the Year

IN LINE WITH ITS MANDATE to evaluate the activities of the World Bank Group, the Independent Evaluation Group (IEG) ensures that its evaluations are aligned with the World Bank Group's strategic priorities and Forward Look. Our overall work program hinges on three Strategic Engagement Areas: inclusive and sustainable economic growth, investing in people, and fostering resilience to global shocks and threats.

Within IEG, the strategic engagement areas provide a better way to coordinate decisions about what and when to evaluate. They also bring a more selective, strategic approach within the organization by ensuring that evaluations link to the most pressing concerns. A results framework underlies the strategic engagement areas, which helps provide a clear line of sight between IEG's evaluations and its overall mandate.



Helping the World Bank Group Achieve Its Twin Goals Effectively

IEG Results Framework

OBJECTIVE ONE: What Works and Why?



Inclusive and Sustainable Economic Growth



Investing in People



Fostering Resilience to Global Shocks and Threats

Strategic Engagement Areas

OBJECTIVE TWO: Real-Time Learning



Helping Clients Tackle the Most Important Development Challenges



Solutions Bank



Partnerships

Strategic Pillars

IEG Evaluations

At the start of the year, IEG identified four priorities:

1. to deepen the influence of IEG's work by more closely aligning it with the World Bank Group's strategic priorities;
2. to improve the process of engaging with the management of the World Bank Group institutions to support greater understanding of our findings and increase uptake of our recommendations;
3. to enhance the quality and credibility of our work; and
4. to improve learning and knowledge sharing.

Significant progress has been made in all four areas. During the year, IEG delivered eight major evaluations and several other products linked to the strategic engagement areas.

Inclusive and Sustainable Economic Growth

Under this strategic engagement area, IEG evaluates the extent to which World Bank Group projects generate growth that creates jobs and is inclusive, resilient, and sustainable. This area aligns with the World Bank Group's twin goals of eradicating extreme poverty and building shared prosperity through reducing inequality.

Shared Prosperity

In FY17, IEG evaluated how well the World Bank Group has incorporated its shared prosperity goal in its knowledge, strategy, and lending work. The evaluation found that the World Bank Group

has made a significant effort to incorporate the shared prosperity goal into its various products and services, and across Regions, Global Practices, and World Bank Group institutions.

IEG's findings show that World Bank Group staff face significant difficulties in obtaining timely and good-quality data for performing detailed shared prosperity analysis. Sixty percent of Systematic Country Diagnostic (SCD) reports prepared by World Bank staff during the evaluation review period cited low-quality data as a constraint.

Three major evaluations completed during the year explored how successfully the World Bank Group supported the creation of an environment for sustainable growth.

Education

In *Higher Education for Development: An Evaluation of the World Bank Group's Support*, IEG reported that most World Bank Group higher education projects from 2003 to 2016 were concentrated in middle-income countries. Among its recommendations, IEG called on the World Bank Group to carry out a strategic review of its support for higher education and make tactical choices based on overall trends in the sector. Highlighted emerging issues include access, retention, quality, equity, and employability. IEG also encouraged greater coordination within the World Bank Group and between it and other stakeholders, including employers, other donors, and the private and public sectors.

Rural Nonfarm Economy

Another IEG report examined how much the World Bank Group has contributed to the creation of sustainable nonfarm income-generating opportunities for the rural poor. Most of the world's poor live in rural areas, and rural nonfarm activities are an important part of their livelihoods. From 2004 to 2014, the World Bank Group implemented 1,141 projects, valued at \$46.5 billion, that included support for rural nonfarm economic activities. IEG's evaluation revealed that the World Bank Group's effectiveness is constrained by the lack of a well-articulated approach and the absence of a mechanism to coordinate its activities across different units and sectors.

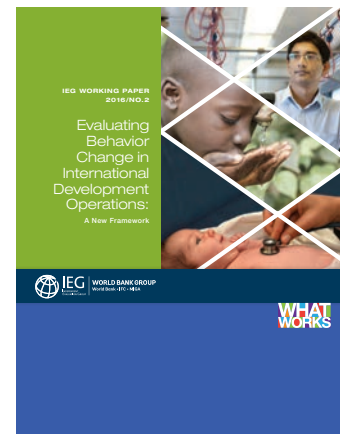
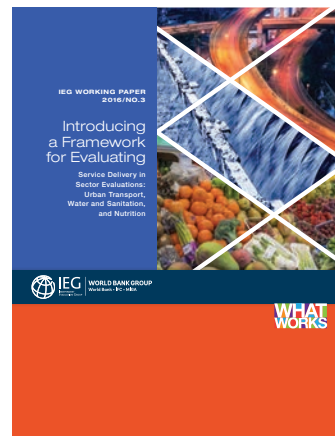
Tax Mobilization

On the institutional governance front, IEG reviewed the World Bank's support for tax administration and mobilization. The study provided findings and lessons on how to strengthen tax policy and administration. It notes that the trade-offs between increasing government revenue and improving tax system efficiency on the one hand and increasing equity on the other hand would be a clear entry point for World Bank involvement, especially under the shared prosperity agenda. An upcoming evaluation in FY19 on public finance for development will build on this work.

Other planned evaluations in FY18 and FY19 will look at several new areas, including trade facilitation, creating new markets, fostering regional integration, and renewable energy.

Investing in People

Over the years, IEG has extensively evaluated different dimensions of this strategic engagement area with the goal of enhancing the Bank Group's effectiveness in serving the poor. To further improve its analysis of such projects, IEG developed two new frameworks: one for evaluating service delivery in sector evaluations and the other for evaluating behavior change in development operations. Both were piloted through evaluations in FY17, that looked at the water and sanitation services and urban transport projects.



Water and Sanitation

IEG's evaluation of the World Bank Group's support for water and sanitation services highlighted a number of opportunities, including addressing disparities in access for low-income countries, particularly in Sub-Saharan Africa, South Asia, East Asia and Pacific, and Latin America and the Caribbean. IEG also identified the need for a robust evidence base for service delivery. The lack of data on service delivery is pervasive across World Bank client countries, hindering the formulation of actionable policies, performance targets, incentives for performance, and accountability for results.

Urban Transport

During the 10-year period from FY07 to FY16, the World Bank Group invested \$25 billion in urban transport projects. The World Bank Group's urban transport portfolio provided five main types of support: urban roads, conventional bus, bus rapid transit, metro or urban rail, and upstream support focusing on policy and the sectoral framework.

IEG's evaluation of the World Bank Group's support for urban transport determined that, overall, the World Bank Group has been effective in supporting improved service quality and increased access, but approaches based on increasing infrastructure capacity are not balanced with those based on demand management. Although the World Bank Group has achieved localized environmental mitigation benefits along key urban transit corridors or systems, broader environmental benefits could be achieved by

The World Bank Group has made a significant effort to incorporate the shared prosperity goal into its various products and services, and across Regions, Global Practices, and World Bank Group institutions.

using a comprehensive approach that combines upstream (policy and sector framework) and downstream (operational) measures. Furthermore, weak institutional capacity and coordination remains a critical challenge in the urban transport sector.

Other Evaluations

Other evaluations completed under this strategic engagement area included learning products on gender in community-driven development, reliable and affordable off-grid electricity services for the poor, and a synthesis of the World Bank Group's support for public-private partnerships in the health sector.

Upcoming evaluations in FY18 and FY19 will look at essential health care services, forced displacements, and decentralization and effectiveness in subnational governments.

Rapid Turnaround Learning Engagements: Climate Change

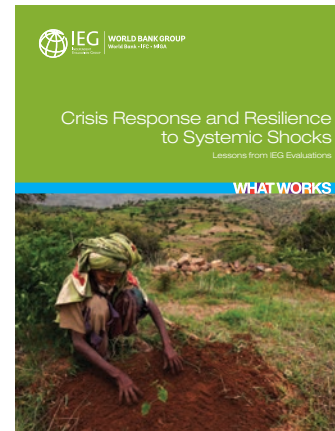
Climate change mitigation and

adaptation. At the request of the World Bank Group's Climate Change Cross-Cutting Solution Area, IEG prepared a just-in-time lessons-focused synthesis of key findings on the World Bank Group's support for climate change mitigation and adaptation from IEG evaluations in the past five years.

IEG further engaged with the climate change team to review the screening process for climate and disaster risk that is being rolled out across the World Bank Group's operations.

Fostering Resilience to Global Shocks and Threats

During FY17, IEG completed a synthesis report compiling key lessons from recent IEG evaluations applicable or related to crisis response and building resilience to systemic shocks. The synthesis drew on past evaluations of the World Bank Group's responses to the food crisis of 2007–08, the global financial crisis of 2008–09, natural disasters, climate change, and pandemics. The report highlighted the multidimensional nature of resilience in all sectors.



To better understand the different dimensions, IEG is planning to ramp up its evaluations work in this area. Currently, considerable evaluative gaps exist on the topic of the environment, with the last major evaluation having been completed in 2012. To address this, evaluations in FY18 will cover air pollution, renewable energy, and carbon finance.

Corporate Evaluations and Improving Project Development Outcomes

During FY17, several IEG evaluations focused on the World Bank Group's corporate processes with the goal of providing early feedback on recent reforms, products, and processes.

IEG's flagship report, *Results and Performance of the World Bank Group 2016*, included a thematic chapter on how the World Bank Group is managing its operations for better results. The World Bank Group has a long history of results management and has made good progress in creating a structure and process for measuring results. IEG's evaluation recommended that to build on this progress, foundations of results measurement need to be strengthened and a culture of evidence-based adaptive management and learning needs to be instilled. The collective challenges of data availability, an inconsistent focus on beneficiary-level outcomes, and the overall quality of results frameworks impede effective results measurement. This situation warrants attention. Furthermore, an organizational need for matching staff capacity to the requirements and for strengthening staff skills, competencies, and career paths continues.

In terms of achieving project development outcomes, the report found that the World Bank's project outcome ratings remained essentially stable for projects closed during FY13–15. The share of projects with an outcome rating of moderately satisfactory or above (MS+) was 72 percent for FY13–15 and 70 percent for FY10–12, both below the corporate target of 75 percent by FY17.

Outcome ratings for IFC investment projects continued to trend downward from the prior review period—success rates were down by 3 percentage points to 54 percent for 229 projects evaluated in FY13–15.

MIGA projects' success rate (six-year rolling average)—excluding from the total those projects rated no opinion possible—remained steady from the prior review period at 61 percent. The success rate when including projects rated no opinion possible in the total dropped by 4 percent.

Monitoring Management Actions in Response to IEG Evaluations

The management action record tracks the management of the World Bank Group institution's actions in response to IEG recommendations in corporate, sector, and thematic evaluations. For FY17, IEG tracked agreed actions for 150 recommendations drawn from 26 evaluations produced between FY12 and FY15. Although progress continued across all the tracked recommendations, a significant gap remains between IEG's progress ratings and the World Bank Group's own assessments of how much progress has been made. In some cases, this reflects recommendations where the Management of the World Bank Group institutions only partially agreed with IEG's recommendations or where they argued that IEG's recommendations were not feasible or that they lack the budgets and time to deliver.

Early-Stage Assessment of New World Bank Group Client Delivery Models

During the year, IEG completed its early-stage evaluation of the World Bank Group's two new country engagement models, the Systematic Country Diagnostics (SCD) and the Country Partnership Framework (CPF).

Overall, IEG's findings found that the new model is working well and has resulted in greater IFC and MIGA participation and improved coordination across the different World Bank Group entities compared with the country assistance strategy approach used previously. The SCDs contributed to enhancing the quality of World Bank Group country engagements and has been well received inside and outside the institutions. IEG's report found that the SCDs have helped the World Bank Group and its clients identify knowledge and data gaps, which can help improve the evidence base for future policy making.

Aligning CPF program priorities to the constraints and priorities identified in SCDs has been challenging. Balancing government priorities with the World Bank Group's own comparative advantage remains an issue. IEG also found that CPFs did not always effectively address the knowledge and data gaps identified in the SCDs. Although the definition of results chains in CPFs has improved, it remains a work in progress.

Other Reports

Other corporate reports evaluated the World Bank Group's support for data and statistical capacity, lessons from implementing policy-based guarantees, and a review of the World Bank Group's experience with implementing joint projects, involving the four large member institutions: IBRD, IDA, IFC, and MIGA.

The next *Results and Performance of the World Bank Group* report will feature a thematic chapter on environmental management. Other reports in FY18 and FY19 will look at how the World Bank Group engages citizens, its convening power, IFC's client engagement model, and early lessons on stimulating knowledge flow and collaboration under the World Bank's new operating model.







Influence through Outreach and Learning

OVER THE YEAR, IEG invested significantly in enhancing its knowledge, learning, and communications with the goal of engaging the right audiences with the right channels at the right time in order to increase the use of IEG evaluative insights by key stakeholders.

Outreach and Communications

Work on revamping the website was completed in FY17 and was very well received. The website remains IEG's most effective outreach vehicle, attracting over 150,000 unique visitors during the year. Report downloads from the website increased to 59,625, up 86 percent from the previous year.

IEG Online Dissemination & Outreach—FY17 Highlights

Report downloads (up 86%)

59,625


 **221,357** website sessions (up 19%)


 **62,446** blog views (down 14%)

 **150,280** website users (up 16%)

Social Media Stats

 **13,814** followers (up 10%)

 **1,573** followers (up 106%)

 **80,866** followers (up 5%)

 **385** subscribers (up 44%)

Most Read Blogs

Rethinking Evaluation: Efficiency, Efficiency, Efficiency **3,729**

Rethinking Evaluation: Have We Had Enough R/E/E/I/S? **3,672**

Learning from Evaluation: How Can We Stay at the Top of the Game? **3,406**

Using Theories of Change in International Development **2,412**

What Makes Good Program Theory in International Development? **2,389**

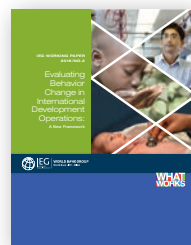
most downloaded reports



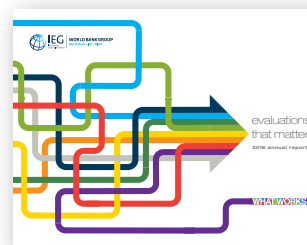
2,142
Women's Empowerment
in Rural Community
Development Projects



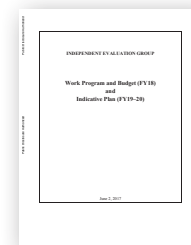
1,619
Program- for-Results



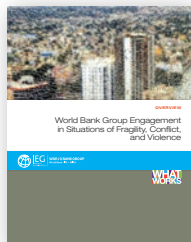
1,590
Evaluating Behavior
Change in International
Development Operations



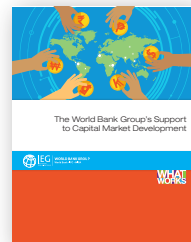
1,450
2016 Annual Report



1,344
2017 Work Program



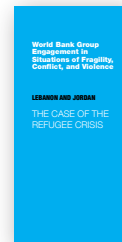
1,300
Situations of Fragility,
Conflict, and Violence



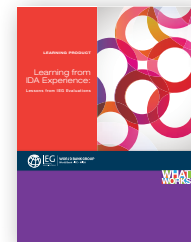
1,173
WBG Support to
Capital Markets



1,066
Political Economy
Analysis in DPOs



915
Lebanon &
Jordan Refugee
Shock



881
Learning from
IDA Experience



Renewed investments in other channels also yielded strong results. Our monthly newsletter now reaches over 35,000 subscribers, and our social media channels collectively have an audience of over 100,000 followers. The IEG weekly blog continued to perform very well. One of the year's highlights was a special blog series on rethinking evaluation, which attracted over 12,000 readers and generated over 100 comments.

During the year, IEG also hosted 16 dissemination events, including a stakeholder event in Manila on fragility and conflict that was cohosted by the World Bank and the Asian Development Bank. In addition, IEG hosted two successful seminars at the World Bank and International Monetary Fund Annual and Spring Meetings. Through these events, IEG directly engaged over 2,000 participants, including high-level stakeholders, representing governments, civil society, and other international development organizations.

Left: Grenada Prime Minister, Keith Mitchell, speaking at IEG Spring Meetings Event

Knowledge and Learning

In line with our goal to improve learning and knowledge management, IEG implemented several initiatives during the year. Key among them was a new pilot initiative to increase the use of IEG’s evaluative knowledge among World Bank Group staff. Under this new Rapid Results Learning Fund, World Bank Group staff

can request funding to support deeper analysis of issues IEG has evaluated in the past. Funds can also be used to support learning activities, such as workshops and seminars, provided they draw on existing IEG evaluations.

The initial response was overwhelmingly positive, resulting in the funding of 10 learning engagements.

Learning Engagements approved in FY17

| Topics |
|---|
| Defining and Measuring Project Outcomes |
| Service Delivery: Deriving and Sharing Lessons Learned from the Evaluation Evidence, & Socializing IEG’s SD Evaluation Framework |
| Learning from the Past, Building for the Future: Sharing Lessons Learned from Evaluative Evidence, Combining Evidence with New Approaches, and Socializing IEG’s New Behavior Change Tool (CRI2SP) for Future Evaluations and World Bank Operations |
| Learning from the World Bank’s Support of Student Assessment: Stakeholders Perceptions in Brazil, Laos, and Kyrgyz Republic |
| Developing Resilience Building Results Frameworks and Indicators: Sharing Lessons from IEG’s Evaluative Evidence in Sustainable Development |
| Building Resilience—A Synthesis of Recent IEG Experience |
| IEGSD Collaborative Exchanges on Performance Measurement and Monitoring at the Transport, Agriculture, and Water Weeks |
| Addressing Situations of Fragility, Conflict, and Violence in Middle-income Countries: “What to do and How to do it” with World Bank Operations |
| Learning from the World Bank’s Support of Nutrition in Senegal |
| Guidance for the New “Brief” ICR Process, Developed Using a Participatory, Evaluative Approach |

IEG sponsored 58 learning events, targeting staff across the World Bank Group. These included the 2017 Getting to Results Differently Forum, an annual learning event for monitoring and evaluation professionals in the World Bank Group. This year's event attracted 387 participants from across the World Bank Group. IEG staff led 13 of the 33 technical sessions at the event. Feedback shows that IEG's events were well received by stakeholders and highly rated for content, learning outcomes, and overall delivery quality.

In addition, IEG implemented several improvements to its internal systems to facilitate better knowledge flows within IEG as well as with the rest of the World Bank Group. A new portal for investment completion report reviews was finalized, which will help automate workflows and facilitate easier integration with other World Bank Group knowledge repositories.

At a corporate level, IEG was part of two World Bank Group-wide efforts to strengthen the use of evaluation in informing World Bank Group projects and operations. One was the preparation of a new World Bank Group evaluation framework. This work was started during the year and will set out the World Bank Group's vision for conducting and utilizing self- and independent evaluation to enhance the institutions' capacity to manage for results, incorporate lessons learned into new operations and strategies, be more agile and responsive to clients' needs for higher impact, and set new standards for evaluation across the institutions.

A second important initiative involved a partnership with the World Bank Group's knowledge management unit, under which IEG evidence is included in the knowledge packages provided to operational staff at key steps in the project cycle.

Overall Stakeholder Perceptions of IEG Remain Positive

One of the ways IEG tracks stakeholder perceptions of its work is through the annual client survey. Over 2,000 respondents completed the 2017 survey, which was carried out by an independent research firm, ORC International. Overall, results from the 2017 survey suggest IEG continues to be an influential voice in the World Bank Group and the broader development community.

A majority of World Bank Group Board members (96 percent) say they use IEG products, compared with 91 percent and 75 percent of external stakeholders and World Bank Group staff, respectively. Overall, 85 percent of Board members and 84 percent of external stakeholders believe that IEG's work is highly relevant to the World Bank Group's mission.

Among World Bank Group staff, overall satisfaction with the quality of IEG products increased from 47 percent to 57 percent—a result that reinforces the importance of our ongoing efforts to improve the quality, rigor, and packaging of our evaluation findings.

Evaluation Capacity Development

IEG's mandate includes helping World Bank client countries strengthen their monitoring and evaluation capacity. IEG's work in this area is delivered primarily through two partnerships that involve other development partners and stakeholders. These are the Centers for Learning on Evaluation and Results (CLEAR) and the International Program for Development Evaluation Training (IPDET).

The Centers for Learning on Evaluation and Results Initiative

The CLEAR Initiative is a global program that brings together academic institutions and donor partners to contribute to the use of evidence in decision making in developing countries. Now in its fifth year, the CLEAR initiative has six regional centers covering Anglophone Africa, Francophone Africa, South Asia, East Asia, Latin America and the Caribbean, and Brazil. In 2016, the CLEAR centers served nearly 13,500 individuals through activities targeted mainly at government, academic, and civil society clients.

CLEAR's secretariat is housed at IEG, with support coming from various partners including the African Development Bank, the Asian Development Bank, the Inter-American Development Bank, and the Rockefeller Foundation, as well as bilateral country donors such as the Australia, Belgium, Sweden, Switzerland, and the United Kingdom.





As the global hub, IEG manages fund allocations from donors to the centers and helps provide strategic support in the form of business plan development, curriculum design, and cross-center knowledge sharing and learning.

In FY17, IEG and its partners helped the CLEAR centers adopt more strategically selected service offerings and strengthen their business models. Donors also extended their support for the CLEAR trust fund managed by IEG to 2021 and committed additional funding to support CLEAR's work. Also, a new partnership was formalized between CLEAR and the International Fund for Agricultural Development, through which CLEAR will receive a \$3.5 million grant over three years to be used to design and offer a global monitoring and evaluation curriculum and certification framework.

International Program for Development Evaluation Training

In March 2017, Carleton University, IEG's long-term partner in delivering IPDET decided to disengage from the program. As a result, the 2017 summer session of the program was canceled. Plans are under way to find a new academic partner to take on this important program and offer it in 2018.

The Evaluation Cooperation Group

IEG attended the June 2017 Evaluation Cooperation Group (ECG) meetings hosted by the International Fund for Agricultural Development and participated in discussions related to (i) gender equality in evaluation, (ii) evaluation recommendations and follow-up, (iii) enhancing self-evaluation systems, and (iv) evaluation communities of practice. In each of these areas, IEG will continue to share its knowledge and expertise with the broader ECG community.

In FY17 and FY18, IEG will continue to host the website for ECG and administer a part-time consultant who manages ECG operations.



Staffing and Development

DURING THE PAST YEAR, IEG has continued efforts to strengthen its human resources, revamp its internal structures, and streamline resource allocation. Recruitments to fill vacant staff positions were completed for most senior management and operational roles. In line with World Bank Group practices, over the last five years IEG has reduced the number of senior-level positions, which has freed up resources and allowed us to invest the savings in our front-line staff—the evaluators and other professionals who carry out the bulk of IEG’s work.





Enhancing Our Methods

Establishment of the methods advisory function has helped IEG revamp its methodologies and the process for implementing evaluations by ensuring rigorous checks and reviews at every stage of the evaluation cycle. The focus of this work has been on strengthening our evaluation design and methods; piloting new and innovative evaluation techniques; ensuring consistent and efficient collection, use, and presentation of data; and supporting the development of IEG staff evaluation skills.

IEG will continue to further strengthen our quality assurance framework to build systematic feedback loops throughout the evaluation process, optimize data collection, analyze and course-correct, and enhance efficiency and quality.

IEG Staff Learning

During the year, we launched the IEG Academy, which offers IEG staff a range of carefully designed learning tools. The academy includes courses (delivered face-to-face and online), just-in-time on-the-job coaching, and other resources to support IEG staff in strengthening key competencies. The academy curricula serve task team leaders, evaluators, portfolio analysts, GA–GD staff, and knowledge and communications staff.

Establishment of the methods advisory function has helped IEG revamp its methodologies and the process for implementing evaluations by ensuring rigorous checks and reviews at every stage of the evaluation cycle.

Budget Management

Overall, IEG slightly exceeded its targets for FY17 by 2 percent. In FY18, IEG will seek to stay on budget.





The Road Ahead

FOR THE COMING YEAR, IEG's proposed work program is expected to continue building substantive knowledge in the three strategic engagement areas and contribute to enhancing learning and feedback loops. Our proposed evaluation topics strongly align with needs and knowledge gaps related to the World Bank Group's strategy and the twin goals. In addition, IEG has taken account of the more recent shifts in the World Bank Group's approach by aligning with the 2017 Forward Look, IDA priorities, IFC's new strategy (IFC 3.0), and the new cascade approach for maximizing finance for development.

A New Results Framework

In FY17, IEG completed work on reviewing and strengthening its results framework in consultation with the Board and management of the World Bank Group institutions. The new framework aligns closely with IEG's mandate and intended outcomes and with the World Bank Group's overall corporate scorecard. By creating a clear line of sight between IEG's mandate and its outcomes, the new framework will allow IEG to better demonstrate its influence and contribution.

Work on operationalizing the framework will start in FY18.

The External Review

IEG will continue implementing the recommendations of the IEG External Review, which was conducted in 2015 at the request of the Board. Specifically, we will continue ongoing initiatives to enhance the quality, relevance, usefulness, credibility, and influence of IEG's work, building on the progress made in the past two years.

Evaluation Priorities

Following extensive consultations with the Board and management, IEG has finalized a work program that outlines its planned evaluations for the next three years. The proposed work program includes eight major evaluations per year and the introduction of a new product, the meso evaluation, which will be piloted in response to client demand for smaller, more focused, just-in-time evaluations. Whereas traditional evaluations are generally commissioned after

a project closes or to look at themes and sectors extending over 10–15 years, meso evaluations will have much earlier entry points to enable midterm course corrections.

In addition, IEG will resume its country program evaluations, starting with Mexico and Rwanda in FY18.

As in previous years, IEG will conduct project-level evaluations and validations, with the goal of assessing project-level performance and extracting lessons to inform future project design. Emphasis will be placed on better sharing these lessons with staff.

On the knowledge, learning, and communications front, IEG will continue to invest in scaling up its programs. Reaching more stakeholders more effectively, more systematically, and with timely and relevant insights remains a priority. We will focus on World Bank Group staff and management as our primary target audience for outreach in the coming year, with the goal of further increasing the use of IEG evidence to inform project and strategy design. IEG plans to continue supporting the Rapid Results Learning Fund, building on the huge success of the fund's first year.

IEG will also work on finding a new partner to deliver its flagship monitoring and evaluation training initiative, IPDET. In addition, work on implementing the program's revamped curriculum will continue in the hope of rolling it out as part of the FY18 offering.

The review of existing processes and quality controls will continue, as will our broader program to strengthen evaluation methodologies and promote learning from our evaluations through increased stakeholder engagement.



FY18 Work Program

Major Evaluations

Thematic and Sector Evaluations

- Clean World for All
- Essential Health Care Services
- Carbon Finance
- Renewable Energy
- Forced Displacement

Corporate and Process Evaluations

- Engaging Citizens
- IFC Client Engagement Model

Country-Focused Evaluations

- Mexico
- Rwanda

Systematic Reviews and Impact Evaluations

- n/a

Results and Performance Report

- RAP 2017: Sustainability in Operations

Meso Evaluations

- Development Policy Operations in IDA countries
- IFC Inclusive Business Model
- IFC Asset Management Company

Other Evaluation Products

PPARs

- World Bank: 55
- IFC/MIGA: 8

Learning Engagements

- TBD, based on client demand under the 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)

FY19 Work Program

Major Evaluations Only (Indicative)

Thematic and Sector Evaluations

- Public Finance for Development
- Creating New Markets
- Fostering Regional Integration
- Renewable Energy
- Decentralization and Effectiveness of Sub-National Governments
- Resilient Cities

Corporate and Process Evaluations

- WBG Convening Power
- Process Evaluation of GPs/CCSAs

Country-Focused Evaluations

- TBD

Systematic Reviews and Impact Evaluations

- TBD

Results and Performance Report

- TBD

FY20 Work Program

Major Evaluations Only (Indicative)

Thematic and Sector Evaluations

- Managing Economic Transitions Country Cluster Program Evaluation
- Reaping Digital Dividends
- Strengthening Bank Stability and Intermediation
- Role of Cities in Growth and Development
- Institutional Capacity Strengthening
- Demographic and Population Issues
- Environmental Degradation

Corporate and Process Evaluations

- TBD

Country-Focused Evaluations

- TBD

Systematic Reviews and Impact Evaluations

- TBD

Results and Performance Report

- TBD

appendixes

IEG Deliverables and Spending (number)

| Deliverables | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| | | | | | | Planned | Actual | Percent |
| Total Major Evaluations | 8 | 10 | 10 | 7 | 9 | 11 | 8 | 89 |
| Corporate and Process Evaluations | 2 | 3 | 4 | 2 | 3 | 4 | 3 | — |
| Sector and Thematic Evaluations | 4 | 5 | 4 | 4 | 2 | 5 | 5 | — |
| Country-Focused Program Evaluations | 1 | 1 | 2 | 1 | 2 | — | — | — |
| Impact Evaluations | 1 | 1 | — | — | 2 | 2 | — | — |
| Learning Products | — | — | — | — | 6 | — | — | — |
| Learning Engagements | — | — | — | — | — | — | 11 | — |
| Project Evaluations and Global Program Reviews | | | | | | | | |
| Project Performance Assessment Reports | 40 | 31 | 47 | 39 | 51 | 63 | 57 | 90 |
| Global Program Reviews | 1 | 2 | 2 | — | — | — | — | — |
| Total Validations | 414 | 478 | 573 | 571 | 442 | 475 | 431 | — |
| Implementation Completion Reports | 178 | 295 | 361 | 392 | 267 | 270 | 285 | 105 |
| Country Assistance Strategy Completion Reports | 20 | 19 | 22 | 13 | 22 | 20 | 18 | — |
| Project Completion Reports | 130 | 76 | 87 | 72 | 47 | 96 | 54 | — |
| Expanded Project Supervision Reports | 75 | 80 | 88 | 78 | 88 | 93 | 69 | — |
| MIGA Validations | 11 | 8 | 14 | 16 | 18 | 11 | 14 | — |
| Total Spending (\$, millions) | 32.5 | 33.8 | 34.3 | 33.4 | 34.1 | 33.6 | 34.6 | 102.9 |

IEG Staffing (number)

| Staffing | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 |
|----------------------|------------|------------|------------|------------|------------|------------|
| Total Staff | 110 | 127 | 117 | 128 | 114 | 118 |
| By Grade | | | | | | |
| UC | 3 | 2 | — | 1 | 2 | 1 |
| GA-GD | 21 | 23 | 22 | 23 | 23 | 24 |
| GE | 8 | 6 | 6 | 7 | 8 | 11 |
| GF | 19 | 22 | 25 | 21 | 27 | 22 |
| GG | 19 | 26 | 30 | 30 | 30 | 36 |
| GH | 19 | 22 | 20 | 18 | 17 | 20 |
| GI and above | 7 | 8 | 6 | 3 | 4 | 4 |
| Other (ETT, ETC, UC) | 14 | 18 | 8 | 12 | 3 | — |

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