



IEG
INDEPENDENT
EVALUATION GROUP

WORLD BANK GROUP
World Bank • IFC • MIGA



celebrating
45 years of
evaluation excellence

growing
our influence

About IEG

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, and the Multilateral Investment Guarantee Agency.

The goal of IEG's evaluation work 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>

How IEG contributes to the work of the World Bank 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 World Bank Group staff, clients, and partners.

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message from the senior vice president and director-general, evaluation

Forty-five years ago, evaluation became independent at the World Bank. Having been created a few years earlier, the evaluation unit proved valuable to the World Bank's then president—so much so that the Board of Executive Directors demanded that the function report directly to the Board. Ever since, the Independent Evaluation Group (IEG) has fulfilled its role to support the Board in holding the World Bank Group accountable and to help the Bank Group learn from experience to enhance its development effectiveness.

Development evaluation has evolved since the 1970s. Starting as a largely donor-driven effort to understand whether moneys being spent were achieving expected results, it has now become widely accepted as a tool to support better governance. More and more countries are investing in national evaluation capacities. At the same time, evaluation faces increasing demands to sharpen relevance, credibility, and influence. Data science, which promises fast turn-around insights, social media with its incredible reach and power to influence significant population groups, and debates about whether facts matter, have created an environment in which evaluation needs to step up to ensure its relevance in the future.

These heightened demands on evaluation apply to IEG, especially now that the Bank Group has received an incredible financial boost.

Over the course of this year, the International Development Association (IDA) 18 replenishment, the largest in history, went into effect, and the Bank Group received the largest capital increase package in history. Shareholders entrusted the institutions of the Bank Group with their contributions while also expressing expectations that it will improve its effectiveness and efficiency and deliver on an ambitious forward-looking agenda.

During my seven-year tenure as Director-General, Evaluation, I have led IEG through a transformational process to enhance the effectiveness of our work. We pursued a simple strategy of one clear IEG-wide goal supported by three strategic pillars and based on the foundation of effective resource management.

Collectively, the measures of this strategy aligned IEG around the goal of influencing change to enhance the Bank Group's development effectiveness. The strategic pillars—making strategic choices, enhancing quality and credibility, and improving outreach and follow-up—implemented together have resulted in the following:

- **A work program that delivers evaluations well-timed to inform current debates.** Many of our recent evaluations draw on experience to help the Bank Group address immediate issues

to succeed in achieving expected results in the future. During this fiscal year, we delivered evaluations that drew attention to pollution and climate issues and to stakeholder engagements. These and other evaluations complement those of previous years and, when added to future evaluations, will offer richer insights than any single evaluation could.

- **Using mixed methods to strengthen the evidence base and conduct evaluations in ways that facilitate learning through the evaluation process.** This year we expanded our use of net-work analysis, pattern matching, diverse case-based studies, and other techniques to strengthen the evidence base of our evaluations.
- **A powerful outreach program that draws on strategic communications, social media, and a range of engagements.** This fiscal year, the insights from several evaluations were shared during in-country events. Our flagship report, *The Results and Performance of the World Bank Group 2017*, broke online records for reach and downloads.

Achieving these results required establishing a foundation built on effective resource management. This year, I am particularly proud of the new IEG Academy, which provides a structured offering of training programs to enhance the skills and knowledge of IEG staff. Investing in people to empower them, help them grow in their jobs, and advance their careers is important to me. Programs like the IEG Academy and our award-winning IEG Mentoring Program are critical to IEG's continued effectiveness.

Our commitment to invest in people goes well beyond IEG. During the year, we were excited to relaunch the International Program for Development Evaluation Training (IPDET) together with our new partners, a consortium of the University of Bern, in Switzerland, and the Center for Evaluation, in Germany. The two institutions offer Europe's longest-standing, demand-oriented master's degree and continuing education programs in evaluation. IPDET 2.0 will deliver its first course in July 2018.

IEG at 45 is now a leading institution in development evaluation. I am grateful for the opportunity to serve with excellent colleagues and advance independent evaluation at the World Bank Group. I am confident that with my successor at the helm, IEG will continue its work of enhancing development effectiveness through excellence in independent evaluation.

Caroline Heider,
Director-General, Evaluation



growing our influence: 45 years

The World Bank Group began evaluating projects in 1970 when President Robert McNamara created an Operations Evaluation Unit in the World Bank's Programming and Budgeting Department. In 1973, the unit became the Operations Evaluation Department, which reported to the Board of Executive Directors and became the first independent evaluation function in an international financial institution. After evaluation offices were established in the International Finance Corporation (IFC) in 1984 and the Multilateral Investment Guarantee Agency (MIGA) in 2002, the three evaluation functions were merged into the Independent Evaluation Group (IEG) in July 2006.

As the scope of World Bank Group operations and its portfolio of products grows, IEG continues to develop and adapt its approaches

to evaluating development effectiveness. These approaches include assessing outcomes against stated objectives, benchmarks, standards, and expectations, or assessing what might have happened in the absence of the project, program, or policy (counterfactual analysis). Across projects, IEG looks at the patterns of what works under what circumstances.

IEG's evaluation approach reflects and is harmonized with internationally accepted evaluation norms and principles, such as the quality standards for development evaluation of the OECD Development Assistance Committee, the good practice standards of the Evaluation Cooperation Group, and the norms and standards of the United Nations Evaluation Group.



1970 President Robert McNamara created an Operations Evaluation Unit in the World Bank's Programming and Budgeting Department.



1973 The unit became the Operations Evaluation Department, which reported to the Board of Executive Directors and became the first independent evaluation function in an international financial institution.



1984 IFC established an evaluation office.

IEG adheres to a multilayered quality assurance model, which includes in-depth review of intermediate and final evaluation products by internal (IEG) and external peers. A Methods Advisory Function was established in fiscal year (FY)16 to promote internal knowledge sharing on evaluation design issues and methodological innovation.

This fiscal year, the Bank Group introduced a Bank Group-wide evaluation framework, which reiterated the independence of IEG and made explicit our dual mandate of promoting accountability and fostering learning. IEG's new Results Framework aligns with the World Bank Group's evaluation framework and the revised IEG mandate.

The New IEG Results Framework

TIER 1: Strategic Results

- Accountability
- Feedback loops, learning, and knowledge
- Evaluation capacity development

TIER 2: IEG Outputs

- Accountability
- Feedback loops, learning, and knowledge
- Evaluation capacity development

TIER 3: IEG Performance

- Evaluation planning, selection, and resources
- Evaluation implementation
- Evaluation reporting, dissemination, and follow-up
- Contribution to corporate goals



2002 MIGA established an evaluation office.



2006 The World Bank, IFC, and MIGA evaluation offices were merged to form IEG.

evidence to inform current debates

In FY18, IEG set out a strategy to align with the World Bank Group's priorities as outlined in the "Forward Look" and the twin goals (eliminating extreme poverty and boosting shared prosperity). External factors also played a role in shaping IEG's focus. In particular, helping the Bank Group and other stakeholders achieve the Sustainable Development Goals informs decisions on what to evaluate. Bearing these factors in mind, this year IEG selected evaluations in each of its three strategic engagement areas (fostering resilience to global shocks and threats, inclusive and sustainable economic growth, and investing in people) designed to enhance the World Bank Group's development impact and address the most pressing development challenges facing its clients. In addition, IEG assessed the Bank Group's engagement with citizens and IFC clients and evaluated two country programs and conducted three pilot meso evaluations.



STRATEGIC ENGAGEMENT AREA 1

Fostering Resilience to Global Shocks and Threats

Growth, and the consequences and risks thereof (for example, climate change), is a leading concern among development agencies. Two of IEG's FY18 evaluations examined how effectively the Bank Group supported the health of our planet. *Toward a Clean World for All* reviewed the Bank Group's projects centered on pollution issues. *Carbon Markets for Greenhouse Gas Emission Reduction in a Warming World* explored the evolution of the Bank Group's role in carbon markets and how it can draw on this experience for the future. The thematic chapter in this year's *Results and Performance of the World Bank Group* report reviewed whether the World Bank Group portfolio has increased its focus on environmental sustainability, brought together the findings of past evaluations on environmental sustainability, and assessed what has happened as a result of IEG's recommendations.

Pollution

Economic and population growth, increased urbanization and traffic, and a shift toward more industrialized economies has led to high levels of pollution in many developing countries. IEG's evaluation *Toward a Clean World for All* assessed the extent to which the World Bank Group has been relevant, effective, and efficient in addressing

pollution concerns in client countries. The evaluation revealed that while the Bank Group's urban transport interventions to address air pollution were relatively effective, its efforts in addressing pollution from solid waste and waste water treatment faced multiple challenges. The evaluation also found that IFC's Advisory Services to help client companies reduce waste, increase resource efficiency and introduce renewable energy were largely successful. To strengthen the Bank Group's role in supporting client countries to better address pollution, IEG's report called for the Bank Group to better leverage country evaluation analyses and improve national pollution monitoring systems.

Carbon Finance

Climate change is one of the biggest threats facing the world today, and much of global warming is owing to the rise in greenhouse gas emissions. Carbon markets reduce greenhouse gas emissions through strategies such as credits, carbon offsets, or cap-and-trade schemes. The Bank Group has led in developing these strategies for the past 20 years. IEG's evaluation *Carbon Markets for Greenhouse Gas Emission Reduction in a Warming World* found the Bank Group to be very effective in thought leadership and innovating in carbon finance and building capacity but less successful in generating local development co-benefits and documenting results. IEG recommended several paths to enhancing the Bank Group's carbon finance support, including reinforcing coordination among projects, strengthening country focus, and continuing to pilot market-based and scalable approaches for reducing emissions.

STRATEGIC ENGAGEMENT AREA 2

Inclusive and Sustainable Economic Growth

IEG assesses the extent to which Bank Group projects generate growth that creates jobs and is inclusive, resilient, and sustainable. This year, IEG evaluated how well the Bank Group is helping the growth of international trade.

Facilitating Trade

In the evaluation *World Bank Group Support to Facilitating Trade 2006–17*, IEG determined that the World Bank led in promoting trade facilitation with a degree of success in lowering trade costs. The Bank Group helped countries strengthen trade facilitation, trade logistics, trade policy, and trade finance through its policy dialogue, investment and advisory work, and investment climate reform activities. However, reform efforts often failed, and simplifying regulations to facilitate ease of doing business led, in some cases, to a reduction in protection for and monitoring of the social objectives of regulations. To address this, IEG recommended that the World Bank adopt a stronger programmatic approach and develop a framework for identifying and monitoring the effects of trade facilitation reforms.

STRATEGIC ENGAGEMENT AREA 3

Investing in People

IEG has evaluated many dimensions of the Bank Group's work in investing in people. In FY18, IEG turned its attention to health services. Universal health coverage can help to maintain healthy populations, which in turn drive economic growth and development.

Essential Health Care Services

IEG's evaluation *World Bank Group Support to Health Services* indicated that Bank Group support is well aligned with the health needs and priorities of client countries and covers all key drivers of universal health care—although improvement of access, quality, or health systems receives greater emphasis. Strong service delivery mechanisms ensure equitable access to quality healthcare, but synergies between the World Bank and IFC remain weak for integrating public and private financing to support such mechanisms. IEG recommended that this relationship be bolstered if the Bank Group is to fully contribute to the goal of universal health coverage.

Engaging Stakeholders

In FY18, IEG completed two evaluations focused on engaging with stakeholders: citizens in one and IFC strategic clients in the other.

Engaging Citizens

Engaging citizens in development operations can tangibly influence the quality of services and development outcomes. When the Bank Group introduced corporate indicators, mainstreaming citizen engagement became a priority in project design. The evaluation *Engaging Citizens for Better Development Results* found that most previous engagement had come as a by-product of safeguards policy requirements, but the Bank Group has gradually embedded noncompulsory beneficiary feedback mechanisms in many projects. Citizens also participate more in the preparation of country strategies in the reformed country engagement model. However, design, implementation, and monitoring of citizen engagement is still lacking.





Moreover, many of the Bank Group's instruments, such as development policy financing consultation or convening power, remain underused in promoting citizen engagement. IEG recommended that the World Bank encourage teams to establish regular and continuous engagement that uses multiple tools and is embedded in country systems and to strengthen the monitoring of such activities.

IFC Client Engagement

IFC's engagement with clients promotes economic development by supporting productive private enterprises in developing countries. Findings discussed in IEG's evaluation *IFC's Approach to Engaging Clients for Increased Development Impact* indicate that making client engagement a strategic priority beginning in the early 2000s led to improvements in IFC's performance. Enhancing and applying strategic client engagement more methodically was shown to support development impact. IEG recommended that IFC identify areas of integration with sector and country strategies and programmatic approaches and establish clear accountabilities and incentives for strategic client relationship management.

Meso Evaluations: A Pilot

In response to the strong demand for focused, just-in-time evaluations, IEG piloted the meso evaluation product line in FY18 with three reports. These evaluations aim to distill and share evaluative findings and lessons on well-defined topics from past IEG evaluations. And where needed, they include additional analytical work.

Maximizing the Impact of Development Policy Financing in IDA Countries: A Stocktaking of Success Factors and Risks

The evaluation sought to inform decisions on the use of development policy financing in International Development Association (IDA) countries by providing evaluative insights into drivers of success and risks. In the context of the record replenishment for IDA18 and the important role development policy financing plays in its implementation, the evaluation found that the relevance of design is a critical factor influencing development outcomes of development policy financing in IDA countries. Systematic analytical work, technical assistance, government ownership, and sound macroeconomic policy frameworks are also important.

IFC's Experience with Inclusive Business: An Assessment of IFC's Role, Outcomes, and Potential Scenarios

In 2010, IFC recognized the inclusive business concept as important for reaching people at the base of the economic pyramid, but its support has remained largely passive. IEG found that, on the basis of their development outcome ratings, IFC projects with inclusive business models perform no differently than the rest of IFC's portfolio. IEG suggested IFC strengthen its analysis or knowledge of the income or welfare effects of its inclusive business projects on people at the bottom of the pyramid.

IFC's Asset Management Company

IFC's Asset Management Company (AMC) is one of the World Bank Group's private capital mobilization platforms that facilitates private

equity investments for institutional investors to invest alongside IFC in a wide range of sector, regional, and thematic funds. IEG's pilot meso evaluation of AMC provided a deep-dive analysis of the effectiveness of the business model, AMC's additionality to its clients and stakeholders (institutional investors, investees, and IFC), and outcome achievements from five of thirteen active funds managed by AMC since 2009. This evaluation contributed to real-time learning, using sophisticated methods such as benchmarking fund performance against public and private market equivalents and capturing investors' expectations and demands through IEG'S Global Institutional Investor Survey.

Country-Focused Evaluations

In FY18, IEG reinstated country program evaluations as an important accountability exercise. These evaluations focus on countries with common factors that make lessons transferable to other communities.

Mexico Country Program Evaluation

Mexico, a middle-income country, experienced stagnating growth over the past few years because of low competition, logistics and infrastructure bottlenecks, and a financial sector with low penetration. IEG evaluated the Bank Group's support to the country between 2008–17, noting that engagements target several areas, including contributing to strengthening social safety nets and education, providing timely budget support, bolstering infrastructure, simplifying tariffs and customs, and supporting tax reform. It also

engaged extensively with technical assistance engagement at the subnational level. Although the World Bank has generally been at the forefront of the policy debate in key areas of engagement, contributing with lending and knowledge services, its presence at the national policy debate level could have been greater. IEG recommended that the Bank Group ensure its presence in policy dialogue and continue to engage broadly to support further policy and institutional reforms and capacity building, especially at the subnational levels, and help maximize effective private finance for development.

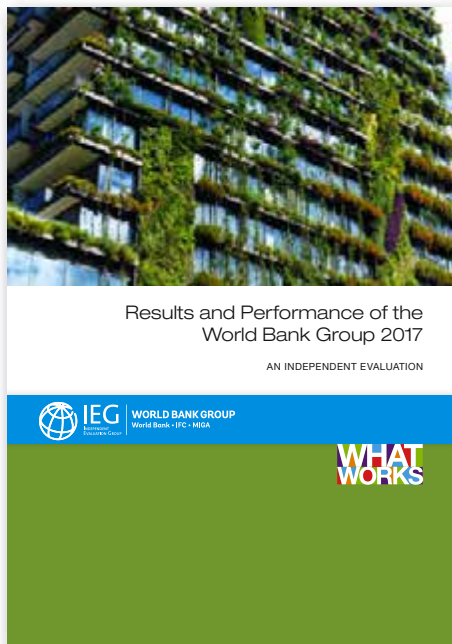
Rwanda Country Program Evaluation

Rwanda aspires to attain lower-middle-income status by 2035 by transforming the economy from one based predominantly on subsistence agriculture to a knowledge-based, regional service hub. IEG's evaluation looked at the alignment of the Bank Group's strategic objectives with and contributions to these efforts over FY09–17. The Bank Group offered sustained technical and financial support in the areas of social protection, agriculture, and energy, which are vital to the structural transformation of the Rwandan economy and to reducing social vulnerability. The Bank Group's performance in designing and implementing its program was strong. However, more integrative analytical work could have made support for the 2035 goal more effective. IEG recommended that the Bank Group use analytical work strategically to draw timely attention to insufficiently addressed binding constraints or policy errors that a client country must overcome to reach middle-income status.



Results and Performance of the World Bank Group 2017

IEG's flagship report, the *Results and Performance of the World Bank Group* (RAP), is our annual review of the development effectiveness of the Bank Group. The 2017 report synthesizes existing evidence from IEG evaluations, validations, and other products, complemented by relevant information from other sources. This year's report found that the Bank Group's efforts to mainstream



environmental sustainability in its country- and project-level work show a 4 percent increase across its activities. IEG also looked at the overall development outcomes of Bank Group operations based on IEG's ratings. Findings showed that 73 percent of World Bank projects completed between FY14 and FY16

achieved moderately satisfactory or better development outcome ratings. This represents a 3 percent improvement from the previous review period (FY11–13) but remains below the corporate scorecard target of 75 percent. Finally, IEG analyzed the Management Action Record to determine how well recommendations are being transformed into actions for change. IEG found that only 20 percent of recommendations in their fourth year of implementation rated high or complete. To make more progress, the engagement process between the management of the Bank Group institutions and IEG needs to be strengthened.

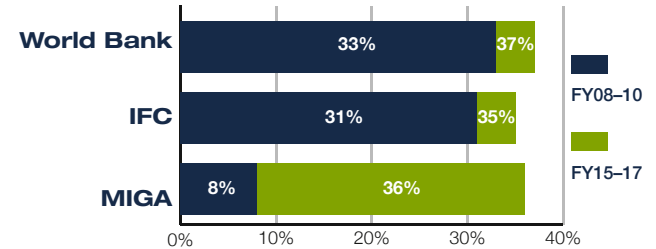
Validations and Project Reports

A significant part of IEG's work involves validating the self-evaluations required at the completion of all Bank Group projects. During FY18, IEG validated 427 self-evaluations. In addition, IEG performed in-depth assessments of a sample of 43 projects through Project Performance Assessment Reports. IEG expects to maintain the coverage rate of validation products while introducing revisions to the Implementation Completion and Results Report Reviews (ICRRs) in line with the World Bank's institutional reforms in this area.

RAP 2017

Are World Bank Group Projects Getting Cleaner, Greener, and More Resilient?

Share of Projects with Potential Environmental Benefits



Results by Institution

World Bank

73% Projects with development outcome rated MS+ by **number** (FY14-16)

84% Projects with development outcome rated MS+ by **volume** (FY14-16)

IFC

50% Investment Projects with development outcome rated MS+ by number (CY14-16)

49% Advisory projects with development effectiveness rated MS+ by number (FY14-16)

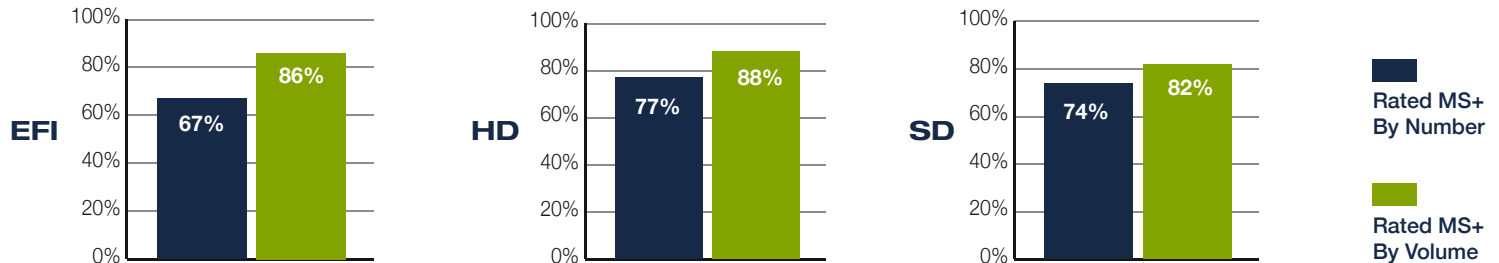
MIGA

62% Projects with development outcome rated S+ by number (FY11-16)



Results by Practice Group

World Bank Projects Rated in FY14-16



Note: MS+=Modestly Satisfactory (WB)/Mostly Successful (IFC), S+=Satisfactory, EFI=Equitable Growth, Finance, and Institutions, HD=Human Development, SD=Sustainable Development.



amplifying IEG's effectiveness

IEG seeks to employ the most rigorous and accepted methods in evaluation while pioneering approaches and learning from experience. The Bank Group and IEG have undergone a series of reforms to improve evaluations and their implementation.

Enhancing the Enabling Environment

A number of reforms are in progress to enhance the quality of IEG's evaluations at every phase. In FY18, IEG worked to strengthen the enabling environment for evaluations in the Bank Group in general and for IEG in particular. A major milestone during the year was the drafting of a Bank Group-wide Evaluation Framework, which aims to ensure that the policy environment guiding the production and use of evaluations, including independent evaluations, in the Bank Group is clear, transparent, well disseminated, and adheres to best practices. IEG's mandate was also updated, and the Management Action Record process continued to be adjusted and improved.

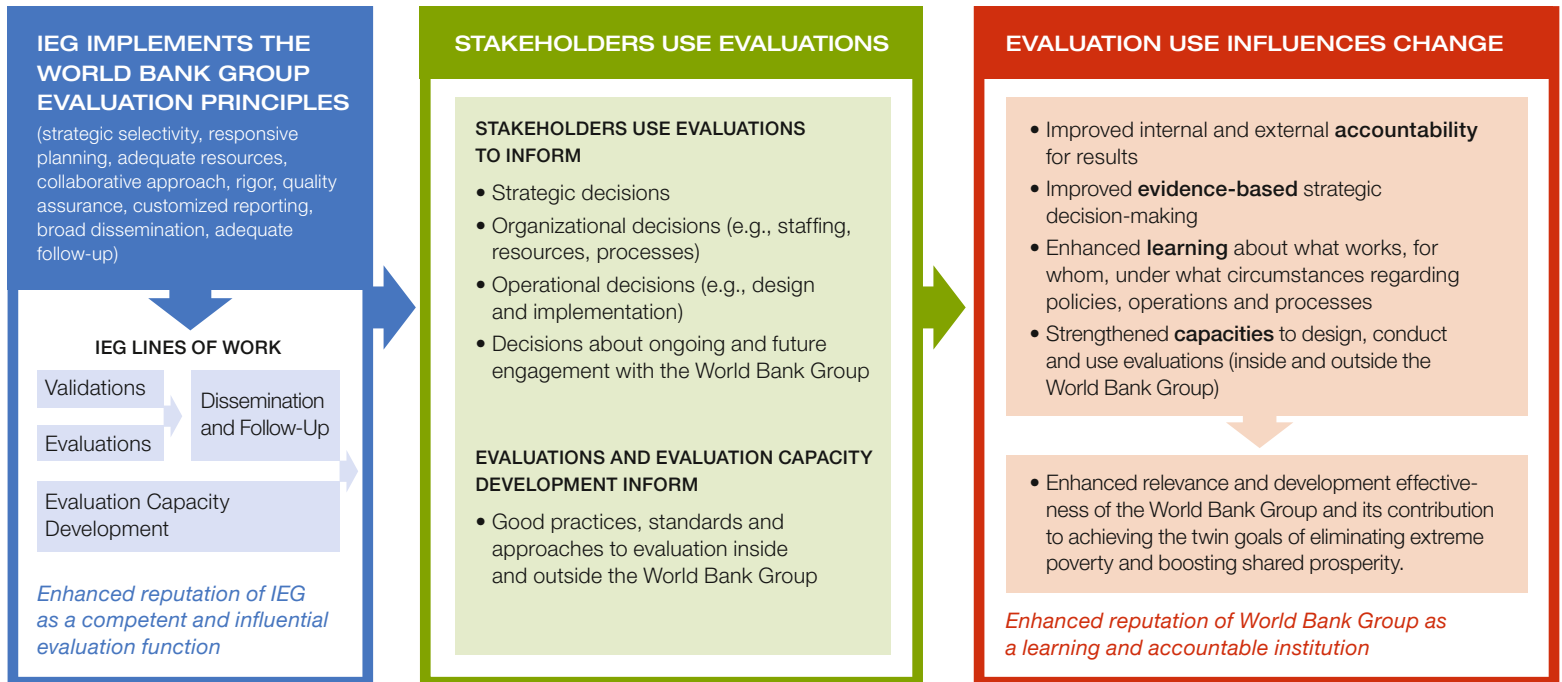
Improving Quality

IEG continues to seek improvement in the quality of its evaluations. In FY18, IEG reshaped its theory of change, bolstered quality assurance processes, and improved efficiency.

Theory of Change

IEG has developed a theory of change to clarify how evaluation contributes to the Bank Group's development effectiveness by fostering learning, accountability for results, and evidence-based decision making. The theory of change has its basis in IEG's mandate, and maps the causal linkages between its major functions, its primary

activities and corresponding key outputs to the potential direct outcomes (for example, outreach and behavioral influence among key target audiences), indirect outcomes (for example, on the Bank Group's learning and accountability processes) and, finally, the causal linkages with the Bank Group's two corporate goals.



Quality Assurance

In FY18, the strengthened quality assurance process put in place in FY17 was further institutionalized and adapted to different types of evaluations. For major evaluations, existing quality standards for the internal IEG review process have been retained and complemented by the introduction of methodology workshops.

Improving Efficiency

This year, IEG significantly reduced the cost and time it takes to produce major evaluations, cutting the average time by five months when comparing FY18 with FY15. Significant efforts were implemented to bring the average cost of a major evaluation down, including narrowing the scope, limiting case studies, optimizing staff time, and enhancing the use of digital technologies.



Strengthening Methodology Expertise

IEG identified five pillars to strengthening the methodological expertise within IEG:



PILLAR 1

Including (specialized) methodological skills as one of the criteria in IEG’s strategic staffing plans



PILLAR 2

Leveraging existing methodological expertise within IEG (fostering knowledge-sharing among staff and improving the strategic allocation of IEG staff with specific methodological expertise)



PILLAR 3

Identifying and bringing external methodological experts into IEG (selectively)



PILLAR 4

Building staff capacities: learning fundamental and common principles of methodological design, data collection, and analysis in the framework of IEG evaluations through participation in IEG Academy learning events



PILLAR 5

Building staff capacities: learning (new) methodological skills through participation in (specialized) training courses provided by the World Bank Group, universities, and specialized training institutions



deepening influence and expanding outreach

Intensifying Influence

In FY18, IEG pursued growing its influence in several arenas. The first was to increase Bank Group stakeholder buy-in, the second to perform in-depth analysis of the uptake of IEG's recommendations, and the third to share learning through Learning Engagements.

Accountability: Buy-In and Follow-Up Actions

During the fiscal year, IEG continued to pilot different engagement mechanisms to increase ownership of evaluation findings and recommendations.

In addition, IEG piloted deep dives into the recommendations of selected past evaluations. These analyses allowed a greater engagement with Bank Group management to discuss systemic issues that explain the lack of appropriate follow-up actions. The 2017 RAP also analyzed the relationship between IEG's recommendations, management's action plans, and actions taken. Findings indicated that action plans do not always align with the intent of the recommendations, leaving issues unaddressed even when management fulfills its action plan. The Board subsequently

requested that IEG and management pursue further reforms that will lead to better uptake and follow-through on evaluation recommendations.

Learning Engagements

IEG continued piloting Learning Engagements in FY18 and approved 13 new proposals prepared and implemented in collaboration with a range of Bank Group operational and corporate teams. The resources earmarked for this pilot product were fully allocated. Topics included gender in evaluation, cosponsored by the Gender cross-cutting solution area; strengthening country engagement practices, cosponsored by Operations Policy and Country Services; and the results framework and indicators for improved service delivery in the water supply and sanitation sector, cosponsored by the Water Global Practice.

Feedback shows high demand for the continuation of this product line among Bank Group cosponsors and within IEG. On this basis, IEG suggested mainstreaming Learning Engagements. This has been seconded by the Board and World Bank Group management.

Major Evaluations Go Abroad

IEG expanded international outreach by presenting findings from several evaluations at international events. Locations included China, Ethiopia, the Philippines, and Thailand.



A workshop in Manila, the Philippines, titled *Prospects, Opportunities, and Challenges for the Philippines—Insights from World Bank Group Evaluations*, was jointly cohosted by the National Economic and Development Authority of the Philippines, the World Bank Country Office in Manila, and IEG, and was attended by individuals belonging to the planning, operations, and monitoring and evaluation departments of

several government agencies and members of academia. The workshop provided an opportunity to share key insights from IEG's evaluations. It covered three recent evaluations: *World Bank Group Engagement in Upper-Middle-Income Countries: Evidence from IEG Evaluations*; *Mobile Metropolises: Urban Transport Matters—An IEG Evaluation of the World Bank Group's Support for Urban Transport*; and *World Bank Group Engagement in Situations of Fragility, Conflict, and Violence*.

A New Outreach Strategy

In FY18, IEG developed a new outreach strategy to expand reach, visibility, and influence with key stakeholders. The strategy aims to target the most relevant internal and external opportunities. This more strategic and systematic approach to outreach enabled IEG to better define its focus and proactively anticipate and capture the best opportunities to deliver these goals, as well as facilitate better decisions on where to allocate limited resources to get the most value.

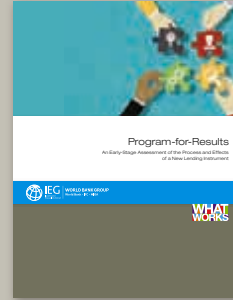
To this end, IEG continued to invest in growing its online presence through its website and social media. In FY18, IEG's website received a significantly higher number of users than it did in the previous year (up 19.7 percent). IEG also produced several derivative products to make its findings more accessible and digestible for key stakeholders.

These efforts led to an increase in the number of IEG evaluation downloads. For FY18, the number of report downloads hit 65,299—



IEG presented its evaluation of *World Bank Group Engagement in Upper-Middle-Income Countries: Evidence from IEG Evaluations* to stakeholders in China, including an event jointly organized with the Government of China and the Shanghai Institutes for International Studies with the participation of members of the Bank Group’s Executive Board, high-level

Chinese officials, and international resource persons. The other event was hosted by the World Bank’s Country Director in Beijing for government officials, development partners, and academics.



In a joint event with the Asian Development Bank in Manila, IEG presented the main findings of IEG’s evaluation *Program for Results: An Early Stage Assessment of the Process and Effects of a New Lending Instrument* along with those from the Asian Development Bank’s report on results-based lending. Participants included Asian Development Bank executive directors, advisers, operations directors, and staff.

a 10 percent increase from the previous year. IEG’s findings are also increasingly being cited in major development reports and academic research.

In addition to launching 11 major evaluations during FY18, IEG delivered or participated in dozens of learning and outreach events. These included the presentation of two topics at the 2017 Annual Meetings: “Harnessing the Power of the Private Sector in Support of Sustainable Development” and “Civil Society and the World Bank Group’s Country Engagement Model.”

Client Survey

IEG’s annual client survey from FY18 confirmed that stakeholders value and use IEG’s work. Board members shared that they find IEG’s evaluations helpful in assessing the Bank Group’s development effectiveness. Half of World Bank staff surveyed reported that they use IEG evaluations in their work.



developing the evaluation practice

IEG has undertaken several substantial initiatives to expand and strengthen the practice of evaluation globally. A key highlight for FY18 was an initiative joined by IEG to start a conversation on rethinking and possibly updating the evaluation criteria commonly known as the Development Assistance Committee Evaluation Criteria. The collaboration with the OECD Development Assistance Committee Evaluation Network has led to a global consultation process, collecting views from the evaluation community at large. These inputs will help shape the criteria in ways to ensure they will continue to be fit-for-purpose well into the future.

IEG Academy

FY18 also saw the launch of the IEG Academy, a comprehensive learning program especially designed and curated to support the skills required for IEG staff. In recognition of the importance of just-in-time learning, the academy also provided IEG staff with tools, job aids, and coaching that allow them to develop and apply new skills on the job. Among these, the custom-designed budget management course has enabled IEG managers and task team leaders to better plan and monitor IEG's resource allocations and expenses.



Number of IEG Academy events in FY18



Number of participants across all IEG Academy events



Number of IEG staff participating in at least one IEG Academy course



Overall satisfaction, based on 33 event surveys with the best possible score being 10

IPDET

In FY18, IEG successfully supported the relaunch of the International Program for Development Evaluation Training (IPDET 2.0) with a new delivery partner—a consortium of the Center for Evaluation (CEval), Germany, and the University of Bern, Switzerland. IPDET 2.0 will hold its first course in July 2018 in Bern, and brings a renewed focus on the global south, both in terms of trainees and through potential partnerships with academic institutions in the developing world for the delivery of future trainings. This year, 150 students from 67 countries will participate in the two-week session.

CLEAR

With the Centers for Learning in Evaluation and Results (CLEAR), an initiative supported by a multi-donor trust fund ending in 2021, IEG invested significant efforts to support the six CLEAR centers in advancing their activities. Together, centers delivered capacity building services to 23,954 individuals in 2017. Of the 185 activities delivered, close to 50 percent aimed to strengthen the evaluation capacity of government-sector clients. In FY19, together with the centers, IEG will help conceptualize the strategy beyond 2021, focusing on striking a balance between the delivery of public goods and promoting sustainability of the network.

RMES Together 2018

This was the fourth year in which IEG cohosted the World Bank Group-wide Results Measurement and Evidence Stream (RMES) learning days. The initiative brings together talent, knowledge, and innovations to establish standards and provide operational solutions on results measurement and evaluation. This year's theme was "Results at the Center: Rethinking How We Manage for Results." IEG staff presented in 14 technical sessions and 2 plenaries and in the high-level panel discussion at the opening. IEG also hosted two lunch and learn events during the meetings and held a booth at the Results Fair.





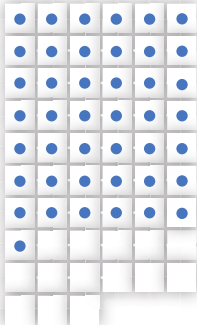
FY18 highlights

evaluations



(FY18 versus FY17)

project-level assessments

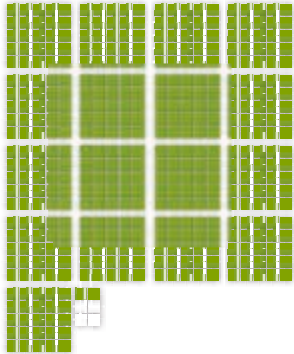


Project Performance Assessment Reports



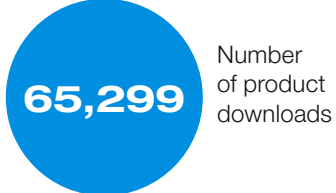
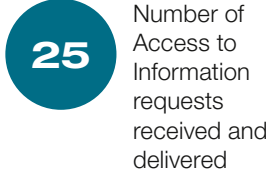
(FY18 versus FY17)

project validations



(FY18 versus FY17)

media



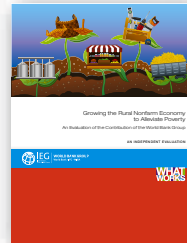
most downloaded reports



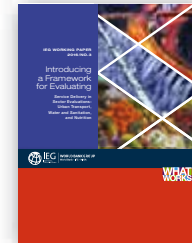
1,963
Results and Performance of
the World Bank Group 2017



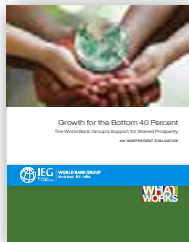
1,684
Data for Development



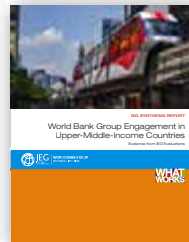
1,242
Growing the Rural
Nonfarm Economy to
Alleviate Poverty



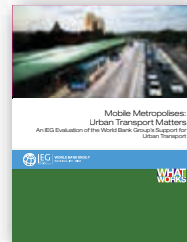
1,238
Service Delivery in Sector
Evaluations Working Paper



1,144
Growth for the
Bottom 40 Percent



967
World Bank Group
Engagement in
Upper-Middle-Income
Countries

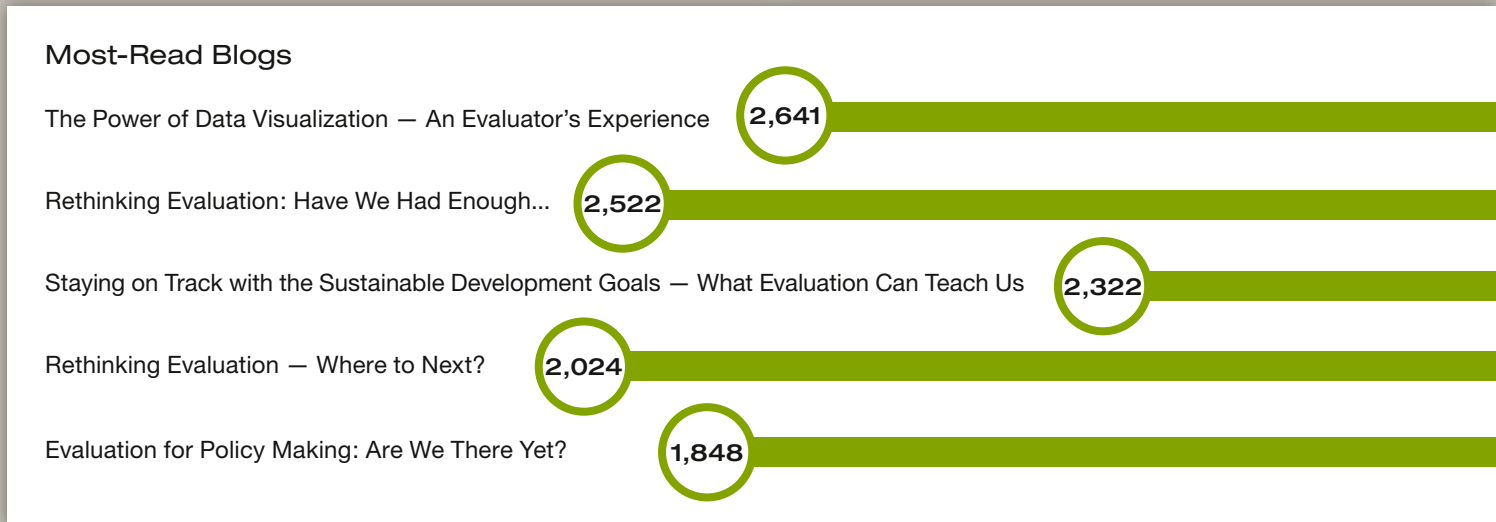
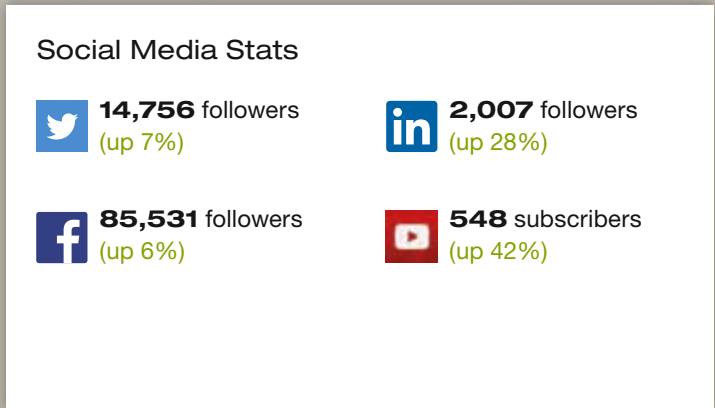
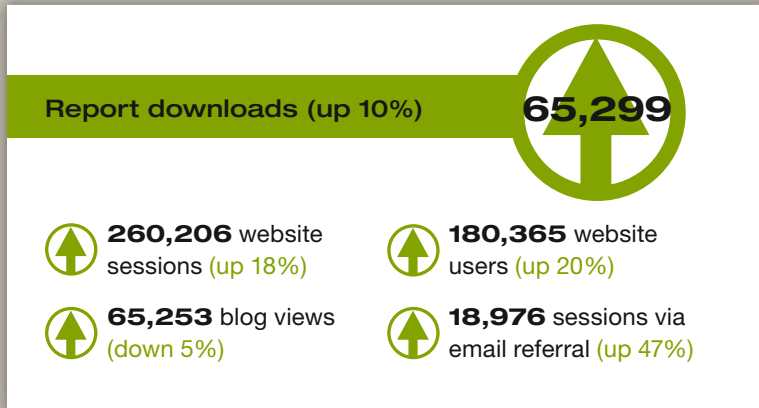


829
Mobile Metropolises:
Urban Transport Matters



746
Toward a Clean World for All

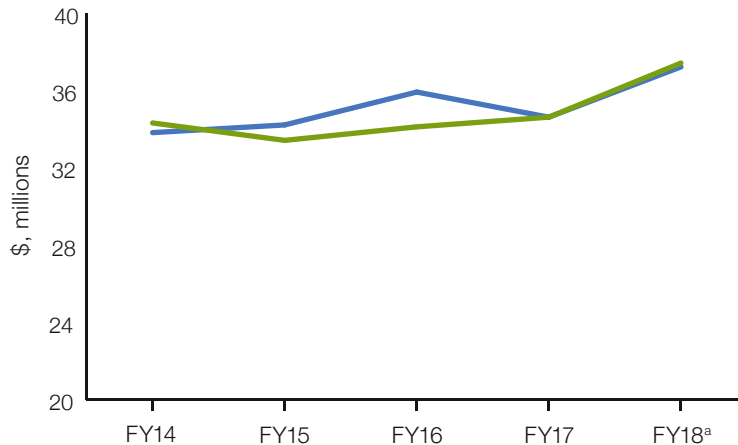
IEG online dissemination & outreach—FY18 highlights



IEG Spending

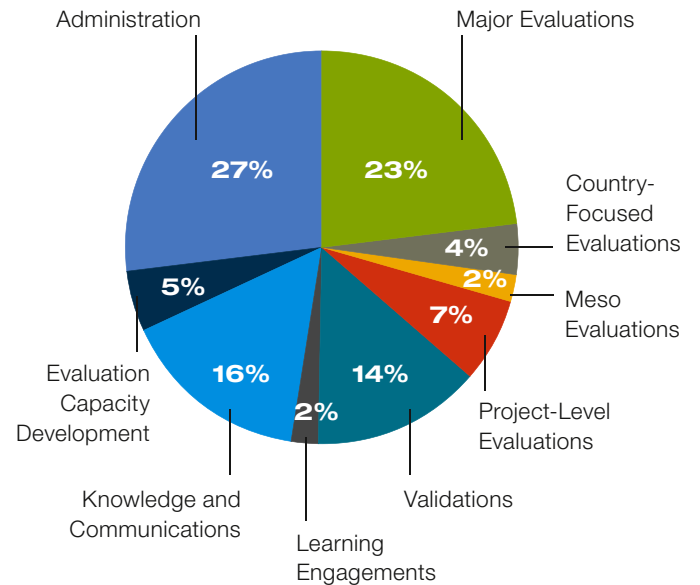
Total Spending (FY14-18)

Actual Planned



a. IEG operated on a flat budget in FY18. However, the FY18 numbers appear larger as a result of account changes in the application of institutional benefit rates and price factors.

Summary of IEG Expenses (FY18)







future directions

IEG continues to lay strong foundations that strategically align its work with key priorities, and to focus on enhancing quality and credibility as key to increasing influence, while ensuring evaluation insights are accessible to stakeholders when needed to inform choices. It has created systems to invest in its human resources and manage its financial resources efficiently.

The forward-looking work program contains many exciting and important evaluations that will contribute to current debates and help the World Bank Group make course corrections for improved results and development effectiveness. Further work will also be needed to increase the uptake of evaluation recommendations that have been lagging.

IEG has also repositioned itself globally with its contributions to international debates on evaluation methods. It will need to continue its investments in applying new methods and eventually developing, testing, and rolling out new methods. Given the reach and resources of the World Bank Group, IEG is well placed to make significant contributions to the advancement of the evaluation practice well into the future.

FY19 Work Program

Major Evaluations

- Conflict-Induced Displacement
- Renewable Energy
- Public Finance for Development
- Decentralization and Effectiveness of Subnational Government
- Creating Markets
- Urban Resilience
- Fostering Regional Integration
- Knowledge Flow and Collaboration
- World Bank Group Convening Power

Country-Focused Evaluations

- The Philippines
- Albania

Results and Performance Report

- RAP 2018: Inclusive Growth

Meso Evaluations

- Drivers of Education Quality
- Shaping Social Contracts
- Sustainable Irrigation
- MIGA Nonhonoring of Government Obligations Guarantee

Other Evaluation Products

PPARs

- World Bank
- IFC/MIGA

Learning Engagements

Validation Products

Country Strategy Completion Report Validations

Project Completion Report Validations

AAA/AS Completion Report Validations

FY20 Work Program

Major Evaluations Only (Indicative)

- Managing Economic Transformations, I
- State-Owned Enterprise Reform
- Cities, Growth, and Inclusion
- Demographic and Population Issues
- Natural Resources Degradation and Vulnerability
- Macroeconomic Stability and Crisis Preparedness
- Mobilization of Private Capital
- Development in the Digital Era

Country-Focused Evaluations

Results and Performance Report

- RAP 2019

Meso Evaluations

FY21 Work Program

Major Evaluations Only (Indicative)

- Managing Economic Transformations, II
- Water Resources Management
- Agricultural Transformation
- Corruption
- Malnutrition and Stunting
- Capacity Strengthening in World Bank Group Operations
- IFC in Low-Income IDA Countries and FCS
- World Bank Group Agility, Adaptability, and Responsiveness in a Changing World

Country-Focused Evaluations

Results and Performance Report

- RAP 2020

Meso Evaluations

appendixes

IEG Deliverables (number, unless otherwise indicated)

Deliverables	FY14	FY15	FY16	FY17	FY18 ^a		
					Planned	Actual	Percent
Total Major Evaluations	10	7	9	8	10	9	90
Corporate Evaluations	4	2	3	3	3	3	100
Sector and Thematic Evaluations	4	4	2	5	5	4	80
Country-Focused Program Evaluations	2	1	2	—	2	2	100
Impact Evaluations	—	—	2	—	—	—	—
Learning Products	—	—	6	—	—	—	—
Learning Engagements	—	—	—	11	11	7	63
Project Evaluations and Global Program Reviews							
Project Performance Assessment Reports	47	36	51	50	52	43	83
Global Program Reviews	2	0	—	—	—	—	—
Total Validations	573	571	442	431	461	427	93
Implementation Completion and Results Reports	361	392	442	285	265	273	103
Completion and Learning Report Review	22	13	267	18	20	11	55
Project Completion Reports	87	72	47	54	53	38	72
Expanded Project Supervision Reports	88	78	88	69	107	95	89
MIGA Validations	14	16	18	14	16	10	63

IEG Staffing (number)

Staffing	FY14	FY15	FY16	FY17	FY18
Total Staff	109	105	114	118	113
By Grade					
UC	—	1	2	1	1
GA-GD	22	23	23	24	23
GE	6	7	8	11	6
GF	25	21	27	22	20
GG	30	30	30	36	38
GH	20	19	17	20	21
GI and above	6	3	4	4	4
Other (ETT, ETC, UC)	8	12	3	—	—

Note: — = not available

a. For validation products, IEG makes a rough estimate of the planned numbers at the beginning of the year, but actual delivery is determined by how many reports the World Bank Group provides to validate. FY18 delivery of Project Performance Assessment Reports was below target values because of one-time effects from substantial turnover in staff and management. Internal coordinators for these reports have been put in place, and a robust pipeline has been developed for FY19 delivery. In the case of the Completion and Learning Report (CLR) Reviews, actual delivery to the Board is determined by the timing of the Country Partnership Framework board discussion. All CLR reviews received by IEG are reviewed and delivered to the Board on schedule in line with the Policy and Operations unit of the Secretariat lead time requirements. In other words, the percentage does not reflect slippages in CLR Review delivery but slippages or delays in Country Partnership Framework board discussions.



IEG
INDEPENDENT
EVALUATION GROUP

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