



Insights for a Rapidly Changing World

IEG 2020 Annual Report



IEG
INDEPENDENT
EVALUATION GROUP

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1818 H Street NW
Washington, DC 20433
Telephone: 202-473-1000
Internet: www.worldbank.org

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EDITING AND PRODUCTION

Amanda O'Brien

GRAPHIC DESIGN

Luisa Ulhoa

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Insights for a Rapidly Changing World

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Message from the Vice President and Director-General, Evaluation

The Independent Evaluation Group (IEG) was well into a series of reforms designed to enhance the value and impact of our evaluation work when the global spread of the novel coronavirus (COVID-19) changed everything. Like everyone else, we had to adapt quickly to the new challenge. Fortunately, some of the improvements we had made to our internal processes gave us a strong platform on which to increase our agility, flexibility, and innovation and engage quickly with World Bank Group counterparts on the evolving crisis response.

As the Bank Group began deliberations on how best to help client countries cope with the multiple impacts of the pandemic, we immediately shifted our focus toward delivering the most relevant evaluative evidence. We mined IEG's knowledge repository to prepare a just-in-time lessons note based on evaluations of Bank Group responses to past public health crises. This note helped inform decisions that led to the launch of the Bank Group's multi-phase programmatic approach to COVID-19 in April of this year and was followed by a demand for similar notes on other issues central to the pandemic response. Concurrently, both internal and external counterparts asked how they could maintain critical systems of monitoring and evaluation (M&E) in the face of the restrictions imposed by COVID-19. IEG conducted seminars and published blogs on how to adapt methods, use a range of different technologies, and draw relevant lessons from M&E in fragile and crisis-affected environments. To ensure the lessons from past global crises and current guidance on adapting M&E to the current context are widely accessible, we created a resource library. For the longer term, relevant evaluations have been adjusted to include a focus on the impacts of the pandemic. Although IEG reacted quickly to align our work with the new priorities, the crisis in many ways served to accelerate the change in approach we had already begun implementing.

It can be hard to remember, but there was a time before COVID-19 struck. IEG began fiscal year (FY)20 with a commitment to listen to internal and external voices on how to increase the relevance and utility of our work. A major part of this process included the recruitment of an external firm to perform an independent review of IEG's country- and project-level evaluations and validations. We received the final report in May and will use the feedback to improve the impact of these products in FY21. In line with the Bank Group's increased outcome orientation, we conducted an internal review to determine how we can improve our assessment of country development outcomes through all our evaluations and validations. We also conducted an internal review to assess the use and influence of IEG reports; this review was conducted as a facilitated, self-discovery exercise drawing inputs from IEG staff complemented by a web analytics study of IEG's online presence. A budget review also enabled us to optimize the use of IEG's resources. A last piece of the self-reflection puzzle was the client survey. This year's survey was shortened from 45 questions to 16 to narrow the focus to the relevance, timeliness, and value of IEG's work and to increase the response rate. The response rate increased by 70 percent, and the results showed that perceptions of evaluation quality have improved while engagement with IEG's evidence has increased. However, the reduced use of IEG evaluations in ex ante project design is an area for major improvement and a key focus of the micro-product review.

The investment in internal reviews has provided us with a road map for improving the relevance and value of all our outputs, and we have already begun to follow it. The pandemic has driven home the need for agility and flexibility and added extra urgency to IEG's mandate of supporting evaluation capacity development worldwide. The demand for this support has been growing steadily, as more and more countries have integrated the Sustainable Development Goals into their national development goals. To meet this demand, IEG has worked closely with the United Nations Development Programme's Independent Evaluation Office to help facilitate the creation of a global partnership to coordinate and scale up current efforts to develop evaluation capacity. The initiative, which will launch in FY21, is the result of extensive consultations with partner countries and inclusive collaboration among donor and partner countries and a range of local and international

organizations. The new program will pool resources and coordinate activities while drawing on both local knowledge and the global expertise of our world-wide network of Centers for Learning on Evaluation and Results to close the gaps in evaluation capacity development. As countries face the global pandemic, it is essential they have the capacity for evidence-informed policies to measure their progress and to ensure the most vulnerable are protected.

To address key longer-term development challenges, IEG’s work program will continue to build on the strategic framework established last year, which has six streams and two cross-cutting themes. The goals are to limit the number of larger evaluations and increase the quality of findings, recommendations, and lessons. We will also remain flexible in addressing shifting Bank Group priorities, respond agilely to changing circumstances, and innovate how we deliver our findings to those who need them, when they need them.

We accept that there will be trade-offs and that the constraints imposed by COVID-19 are significant. Nevertheless, IEG has an exciting work program for the new fiscal year, with lots of potential for innovation, and I really look forward to delivering a high-quality, timely, and influential portfolio of work.

Alison Evans

Director-General, Evaluation

Connecting the Globe through Evaluation

As globalization came under increased pressure in fiscal year (FY)20, evaluations by the Independent Evaluation Group (IEG) examined how the world works together toward development goals. A corporate evaluation examined how the Bank Group facilitates connections among international partners to solve critical global problems. Country Program Evaluations of the Philippines and Albania showed how the Bank Group is supporting these two countries in reaching their full potential. Other reports looked at the universally important topics of education, social contracts, and irrigation.

In FY20, IEG published three major evaluations and three meso evaluations.

The World Bank Group's Convening Power

Leading on global issues is a core pillar of the World Bank Group's strategies. The Bank Group uses its convening power to lead or lend support to action on many global challenges.

IEG's evaluation *The World's Bank: An Evaluation of the World Bank Group's Convening* found that demand for Bank Group convening is high because of its unique combination of strengths, including reach, reputation, presence in countries, ability to work across sectors, ability to channel funding and apply innovative financial instruments, and data and research capacity, as well as a strong performance record.

Notwithstanding a strong track record, the Bank Group can further improve its convening effectiveness. The evaluation found the Bank Group is more likely to be effective as a convener when the initiative has potential to add significant value by addressing an important problem, crisis, or urgent need, and where the issue aligns well with Bank Group core goals and mandates. Convening is also likely to be effective when it builds on internally strong expertise and experience, and when initiatives have clear objectives, are linked to country programs, and benefit from sustained engagement.

This evaluation recommends scoping engagements and contributions to major global convening initiatives more deliberately; enhancing internal systems and processes for managing major convening initiatives; and strengthening links to country work.

Partnership with the Philippines

High rates of economic growth and improved development outcomes put the Philippines closer to reaching upper-middle-income country status—an impressive achievement for a country affected by recurring natural disasters and internal unrest. Nevertheless, the Philippines still struggles with fundamental structural issues: high inequality, a weak investment climate, infrastructure gaps, and low capacity at the local government level.

IEG’s Country Program Evaluation, *The World Bank Group Partnership with the Philippines, 2009–18*, found that Bank Group support during 2009–18 made substantial contributions to the improved economic performance of the Philippines. This support was particularly significant in strengthening macroeconomic management, governance, social protection, and disaster risk management as well as contributing to peace and reconciliation in Mindanao. The Bank Group’s rural development projects could serve as a model for regional engagement and capacity building. At the same time, the Bank Group’s support was less successful in promoting private sector development and financial inclusion, advancing the climate change mitigation agenda, and enhancing the capacity of subnational governments.

IEG recommends updating well-established, long-running programs; improving the balance and focus of analytical work; considering making Mindanao a focal area for support; and better coordinating and sequencing World Bank–International Finance Corporation interventions on private sector development.

Albania Country Program Evaluation

Albania had transitioned from a low-income country to a market-oriented middle-income economy by 2008. However, the economic slowdown in the wake of the 2008–09 global financial crisis led to a reversal in poverty reduc-

tion. The crisis led to several key economic reforms, not all of which have been sustained since the recovery.

A review of Bank Group support in FY11–19 showed that the Bank Group made substantial contributions to many reforms relevant to Albania’s development priorities, including the goal of joining the European Union. Bank Group support was effective in improving fiscal management and social protection, strengthening the financial sector, and expanding waste management and irrigation. Bank Group support was less consequential in improving conditions for private sector development, the management of energy and roads, land and property registration, health, and water and sanitation services.

This review found that the Bank Group program was responsive to opportunities, but it could have been more selective in its engagements. The findings of the review suggest that analytical work should be used more extensively to build consensus and capacity for reforms, and new lending should be more selective.

Irrigation Service Delivery

The development agenda for the irrigation sector has transitioned from a narrow focus on the construction and management of water delivery systems to a broader and more complex Water in Agriculture agenda that encompasses irrigation, water resources management, and agriculture. Delivering on the Water in Agriculture agenda requires support for both traditional and more “emergent” areas of investment. Traditional areas focus on factors of production such as the rehabilitation and construction of infrastructure, institutional capacity building related to the management of the irrigation plan itself, and the provision of basic agriculture inputs. The emergent areas focus on the outcomes of the service for clients and the wider enabling environment (markets, water resources management, land tenure, and service delivery).

The evaluation *World Bank Support for Irrigation Service Delivery: Responding to New Challenges and Opportunities* found that the World Bank Group’s irrigation portfolio remains concentrated in traditional investments. Project

Evaluation in the Time of COVID-19 Lessons in Adaptability



The news about the pandemic did not scare the Chad Country Program Evaluation team until the media started reporting high infection rates across the world. We had shared with the country office a long list of government officials, local Bank Group staff, development partners, and civil society groups who could be met within two weeks. This schedule had to be converted into a series of virtual meetings across differing time zones and varied communication technologies. To our surprise, all of the evaluators and interviewees were willing to convert their homes to offices, with the least IT-savvy persons enthused about being part of virtual interviews over two to three months. Many struggled to mute their microphones during meetings, but connecting to meetings 15 minutes ahead of schedule gave us a chance to repeat the rules, fix connections, and coach the participants in video conference skills. Though we started with many doubts about how to embrace the new normal and skepticism as to our ability to gather good evaluative evidence, we all ended up changing our minds. With careful thought and adequate preparation for every meeting, we were able to gather the evidence we needed. We learned to use simpler, more concise, and more focused questions, and to properly sequence our interviews, show leadership during meetings, adjust our evaluation methods, rely on already-documented evidence, and streamline the number of interviews.

Felix Oppong
IEG Economist

results frameworks focus on outputs rather than results, with gaps in measuring changes in service delivery, water-use outcomes, and behavior, which are key elements of the emergent agenda. This evaluation highlights the need for greater attention to adequate sequencing and coordination across projects within country portfolios. In addition, institutional arrangements are needed to acquire and share data on irrigation water productivity, quality, reliability, and value for money in infrastructure investment.

Drivers of Education Quality

The World Bank supports two types of professional development to improve teacher capacity: preservice and in-service training. The evaluation *Selected Drivers of Education Quality: Pre- and In-Service Teacher Training* found that the World Bank's limited attention to preservice training has focused on coursework to prepare teaching candidates without devoting similar efforts to the practicum that connects the theoretical to the real learning environment. The World Bank also focused on trainer capacity development, infrastructure, and curriculum development, but paid limited attention to quality assurance in the preservice institutions. One of the lessons identified by the report is that closer policy dialogue and context-specific assessment of preservice institutions could encourage reform.

Effective in-service training is discipline-specific, adapts to teachers' needs and capacity, models adult learning styles, and includes follow-up support. Some of these features are evident in half of the operations examined, though often not in combination. Yet well-designed and well-implemented training programs alone cannot improve teachers' pedagogical practices, particularly without strong instructional leadership and without a framework for teacher career development. A further lesson is that training programs need to increase both the breadth of coverage and its depth and sustainability to achieve long-term changes in teaching practices.

Finding New Ways to Determine What Works



Case-based learning in countries was central to the Independent Evaluation Group's evaluation on child undernutrition. However, because of the coronavirus pandemic, field visits were not possible. To solve this problem, we coordinated remote missions across eight countries between March and June 2020. Teams organized in each country conducted in-depth reviews of the portfolio supporting nutrition and behavioral change interventions. This was a new approach to mobilizing national and international expertise to carry out specific country-level learning on the evaluation questions related to the portfolio of interventions, multidimensional implementation, and results. The exercise involved cascading interviews with World Bank staff and country actors (national, district, community) and concise data collection following a case study protocol.

Jenny Gold
Senior Evaluation Officer

Social Contracts

Social Contracts and World Bank Country Engagements: Lessons from Emerging Practices assesses the risks, challenges, and value of the diagnostics that the World Bank uses when helping countries reshape their social contracts—that is, what the citizen and the state expect of one another. The World Bank increasingly uses social contract diagnostics to understand development challenges in regions and countries.

Well-executed social contract diagnostics are conducted by multidisciplinary teams with expertise in governance, social development, and political economy, as well as deep country knowledge. Stakeholders appreciate the analysis produced by these types of teams. Social contract diagnostics translate into successful operations when the World Bank is sensitive to whether social contracts are in transition or static, and adjusts its approach accordingly.

However, by getting involved in helping countries reshape their social contracts, the World Bank risks being seen as taking political sides or exacerbating or prolonging a broken status quo.

By beginning with a strong conceptual framework for planning, implementing, and disseminating social contract diagnostics, the World Bank can avoid being overextended. The World Bank should share its diagnostics and ensure that country engagements are consistent with them; build internal capacity; set achievable goals; avoid lending that exacerbates broken social contracts; and seek broader-based engagement, partnerships, and coalitions beyond the project level.

Synthesizing Lessons from Private Sector Engagements

As the importance of the private sector to development came increasingly into focus, the Independent Evaluation Group (IEG) examined findings from evaluations on the work of the International Finance Corporation (IFC) with private sector–led projects, private sector activity in fragile and conflict-affected situations (FCSs), and the World Bank Group’s work with small and medium enterprises (SMEs). Across the synthesis reports, a persistent theme emerged of the importance of providing targeted solutions to specific problems, especially in areas affected by conflict and violence.

IFC Blended Finance

Lessons from the evolution of IFC’s blended finance approach—combining concessional and commercial funding in private sector–led projects—can inform how blended finance can be expanded to high-risk areas, such as innovative operations in countries affected by fragility, conflict, and violence.

Based on selected in-depth project evaluations reviewed in *IFC’s Blended Finance Operations: Findings from a Cluster of Project Performance Assessment Reports*, IFC blended finance mitigated financial risks and helped projects get off the ground, with a direct subsidy of about 2 percent to 5 percent of project costs. However, the evaluation pointed out that while blended finance can reduce the cost of financing, it did not “de-risk” projects per se, as many intrinsic project risks beyond financial ones remained. These risks needed to be addressed through different interventions, such as intense project preparation and provisioning of advisory services. In most instances, the cost of doing business is much higher for IFC in FCS than in non-FCS countries and, though IFC was repaid and compensated for their investment, the risk-adjusted return was significantly lower, representing a key constraint to scaling up IFC investment in FCS countries.

This report highlights the need to pay attention to the implicit subsidies in blended finance so as to have a complete picture of all the subsidies involved

in a project. The synthesis suggests that combining blended finance with other Bank Group instruments can address a broader range of risks in certain project circumstances.

IFC in FCS Countries

The International Finance Corporation's Engagement in Fragile and Conflict-Affected Situations: Results and Lessons takes stock of available evidence regarding the effectiveness of support from IFC in FCSs. In FCS countries, private sector activity can support economic growth, promote local employment and income-earning opportunities, generate government revenue, and deliver goods and services, helping countries escape the “fragility trap.” However, the private sector in FCSs faces significant constraints.

IFC's investment volume in FCS countries has remained largely flat over the past decade, and commitments have predominantly been in countries that already attract foreign direct investment. Their success rates are nearly equal to success rates for investments in non-FCS countries. However, constraints related to IFC's business model may explain the difficulties in scaling up investments in FCS countries.

This synthesis suggests further adapting IFC's business model to FCS situations, focusing on several areas that need attention: IFC's risk appetite and tolerance and the instruments available to mitigate risks; the operating costs of engaging in fragile environments; incentives and recruitment for IFC staff to work on such projects; and IFC's modalities, instruments, and business development tailored to the diverse typologies of FCS markets and the types of private clients in FCSs. Overall, making progress on this agenda will require continuous experimentation, adaptation of business models, and learning by doing.

Small and Medium Enterprises

Support for SMEs remains a major focus of the Bank Group portfolio promoting private sector growth. The synthesis report *World Bank Group Support for Small and Medium Enterprises: A Synthesis of Evaluative Findings* reviewed previous IEG evaluations of 104 projects, research, and the experience of other multilateral development banks to bring evaluative evidence to the

Generating Interest in Gender through a Flexible Approach



In FY20, the Independent Evaluation Group (IEG) undertook the Mid-Term Review of the World Bank Group's FY16–23 gender strategy—a just-in-time engagement requested by the Gender Group. IEG has increased its focus on gender results over the past few years and is supported by two staff subject experts. Before the gender Mid-Term Review, we carried out an assessment for *Results and Performance of the World Bank Group 2015* of how systematic the Bank Group is in integrating the theme into its work and found several shortcomings, which the subsequent gender strategy aimed to address. More regularly, we evaluate gender in relation to specific themes (such as social safety nets or community-driven development) or projects, in Country Performance Evaluations (such as in Chad, ongoing), or in larger thematic evaluations (such as the forthcoming evaluation of World Bank support to aging countries). We chose to look at gender-specific impacts in evaluations not necessarily focused on gender, but where gender is an obviously important angle. As evidence mounted, the Bank Group took more interest in our work and began to review older evaluations—such as the one on social safety nets, which recently enjoyed a revival—and to request new work like the gender Mid-Term Review. The growing interest means it's important that we remain flexible and keep the communication flowing so we can quickly respond to needs for insight on gender.

Elena Bardasi
IEG Senior Economist



questions of how to build on the Bank Group's past experience with SMEs and whether the size of an enterprise is a suitable criterion for support.

The lack of a consistent definition of SME complicates the interpretation of evidence on what works in delivering the right types of services and benefits to the right types of firms. Nevertheless, the synthesis report found some recurring problems, including weaknesses in monitoring and evaluation, technical design, project implementation, and risk assessment and mitigation. Conversely, successful projects tended to do well in these dimensions.

The IEG evaluations found that, given multifaceted SME needs, coordinated, continuous engagement using diverse instruments and informed by analytic work contributed to project success and the sustainability of benefits.

Adding Value to World Bank Group Development Effectiveness

Evaluating Results and Performance: A New Chapter

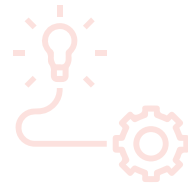
The Independent Evaluation Group (IEG) will publish its 10th *Results and Performance of the World Bank Group (RAP)*, an annual review of the development effectiveness of the Bank Group, in November 2020. This year, IEG rethought the *RAP*'s focus and methods to increase both the utility and the value of the publication.

The *RAP* continues to analyze the Bank Group's performance as assessed through IEG's ratings of completed operations. Building on this analysis, which has always been and remains a core part of the *RAP*, the 2020 *RAP* identifies explanatory factors behind portfolio performance.

To provide a new perspective on performance, this year's *RAP* classifies projects' objectives according to their outcome levels, examines links between performance and outcome levels, and discusses ways in which the Bank Group can continue to enhance its results measurement systems and outcome orientation. This shift in focus beyond ratings was partially prompted by the Bank Group's Board of Executive Directors, who asked for more evidence on the Bank Group's development outcomes and outcome orientation.

The analysis of performance showed positive ratings trends for World Bank and Multilateral Investment Guarantee Agency projects almost across the board, and positive trends for Bank Group country programs in International Bank for Reconstruction and Development countries. Performance trends for International Finance Corporation projects and in countries affected by fragility, conflict, and violence are less positive. Less successful results were

Harnessing the Power of Machine Learning



In FY20, the Independent Evaluation Group began exploring new avenues for automating the analysis and classification of evaluative evidence. For the 2020 *Results and Performance of the World Bank Group*, our team used machine learning to complement and expand our analysis, which allowed us to cover larger samples of International Finance Corporation and World Bank projects than would otherwise be feasible. The team used machine learning to classify the content in Evaluation Notes for almost 1,000 International Finance Corporation projects. The classification sorted projects according to a curated taxonomy of shortcomings in project design and execution and lessons learned. Findings were similar to the team's analysis carried out using traditional, human methods. The main benefits of machine learning in this instance was a larger sample and numerical estimates of the frequency of different types of project shortcomings.

We also used this method to extend the novel outcome classification to a larger sample of older World Bank projects. Thanks to the machine learning algorithm, the team was able to establish that one of its core findings—that most World Bank project outcomes cluster at the early or intermediate stage—holds true not just for recently closed projects, as determined by the human analysis, but also for projects completed during at least the past 10 years.

Rasmus Heltberg
Lead Evaluation Officer

Leonardo Bravo
Senior Evaluation Officer

often linked to large shocks and issues with how projects and programs prepared for risks and responded when shocks occurred.

The analysis of the Bank Group’s outcome evidence reveals limited higher-level outcome data. Results measurement systems collect the evidence needed for ratings and for process and compliance monitoring, which is different from evidence of outcome achievement. Confronting trade-offs related to the purposes of the Bank Group’s results measurement systems is necessary for improving outcome orientation.

Increasing Just-in-Time Learning

Learning engagements, mainstreamed in fiscal year (FY)19, are demand driven, learning focused, and designed to meet the needs of the audience, including Bank Group operational teams, Bank Group management, and the Board of Executive Directors. As knowledge-sharing services, learning engagements synthesize evidence from evaluations to enhance learning and drive improvements in development effectiveness. The output takes on whatever form will be most useful to the requestor, ranging from good-practice notes to presentations to short papers. In FY20, IEG worked jointly with Bank Group staff to prepare nine learning engagements. Though many were initiated throughout the year on an as-needed basis, some strategically relevant topics were planned in advance. These advanced topics informed IEG’s work streams and included engagements on climate change monitoring and evaluation (climate change stream); risks to operations in situations of fragility, conflict, and violence (FCV stream); and improving development in the Middle East and North Africa (development effectiveness cross-cutting theme).

Increasing Effectiveness in Real Time



As COVID-19 raced across the globe, the Independent Evaluation Group recognized its significance and that the [World] Bank Group could benefit from the valuable lessons found in past evaluations. We quickly stepped outside our normal work program to dig out these evaluations and create a note with three key lessons from past health crises (such as Ebola and the Avian flu) that would help high-level decision makers at the Bank Group formulate effective plans. Though the note was written in days, we depended on years of work that had been carefully archived to see what had worked in the Bank Group responses to similar events. Our audience appreciated the built-in flexibility of the Independent Evaluation Group's instruments and outputs.

Oscar Calvo-Gonzalez
Director

To read more about Increasing Effectiveness in Real Time [click here to access Oscar's blog](#)

Expanding Evaluation Capacity Development

Supporting stronger monitoring and evaluation (M&E) capacity worldwide is a vital part of the mandate of the Independent Evaluation Group (IEG). To achieve the Sustainable Development Goals (SDGs), all countries will need robust systems in place to track the progress of policies and determine what is and is not working. IEG supports the development of these systems through the International Program for Development Evaluation Training (IPDET) and the Centers for Learning on Evaluation and Results (CLEAR). In FY20, IEG helped build the foundations for a global partnership aimed at scaling up support for evaluation capacity development. FY21 will see the launch of the Global Evaluation Initiative, a global partnership that will leverage CLEAR and IPDET while bringing together donor and partner countries as well as a diverse range of local and international organizations to pool resources and coordinate activities for greater impact.

CLEAR and IPDET

CLEAR is a network of six centers around the world that join global expertise and local knowledge to support the development of M&E capacity, while IPDET aims to train the next generation of evaluation professionals.

In FY20, CLEAR helped deepen the M&E culture in the six regions of the world where its centers are located, and continued to focus on its mission of helping establish the needed legal and regulatory framework, systems, procedures, and skills.

Clear Regional Accomplishments

Anglophone Africa



CLEAR Accomplishment

Initiated in-country partnerships in Tanzania, Uganda, Liberia, Zambia, Lesotho, Kenya, and Sierra Leone to develop monitoring and evaluation (M&E) situational analyses to identify strengths and weaknesses of the M&E landscape at the country level

Francophone Africa

CLEAR Accomplishment

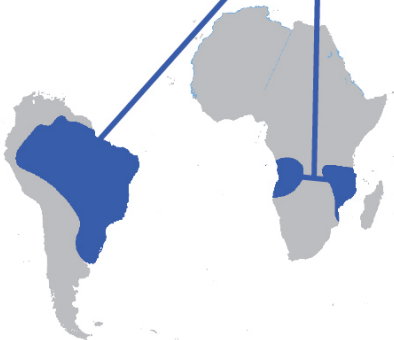
Provided training for Senegal's Bureau of Organization and Methods, General State Inspectorate, and Ministry of Good Governance to share experiences and good practices on M&E across the Senegalese public administration



Brazil and Lusophone Africa

CLEAR Accomplishment

Began working in Lusophone Africa by jointly delivering an event in Guinea-Bissau with CLEAR Francophone Africa. This led to a convening event where all three CLEAR centers working in Africa convened policy makers and M&E experts from across the continent to discuss how to collaborate across language groups to share lessons on the continent





South Asia

CLEAR Accomplishment

Helped the Indian government to better use data for COVID-19 decision-making by providing awareness-raising sessions on how to use administrative and digital data (such as cell phone and GIS data) to make better-informed decisions on socioeconomic and health policies

East Asia

CLEAR Accomplishment

Hosted the 2019 Asian Evaluation Week in Kunming, China, sharing lessons and experiences with more than 260 delegates from 50 countries and 30 international institutions



Latin America

CLEAR Accomplishment

Initiated a cooperation with the Caribbean Community (CARICOM) to support results-based management and support sharing of lessons with other regions and small island states

CLEAR also plays a strong advocacy role globally in promoting the use of evidence in policy making. Despite the challenges presented by the COVID-19 pandemic, CLEAR convened the second gLOCAL Evaluation Week in a fully virtual format. A total of 256 events were organized by 188 institutions in over 40 countries and 8 regions reaching more than 30,000 participants, including 21 events related to COVID-19, allowing participants to share global and local M&E knowledge and experiences.

In June 2020, IEG—with its partners the Center for Evaluation in Germany and the University of Bern in Switzerland—supported the transition of IPDET to a temporary fully online format in response to COVID-19. The 2020 program capitalizes on the opportunity to reach audiences who traditionally may not be able to attend IPDET in person and emphasizes the relevance and need for evaluation, especially in the COVID-19 context where real-time evaluation is critical for decision-making.

International Cooperation to Enhance Evaluation Practice

With the start of the 10-year countdown to the SDGs, IEG recognized 2020 as a pivotal year for progress on closing the global gaps in M&E capacity. As more governments align their national development strategies with the SDGs, there is a corresponding rise in the demand for support in developing the capacities for evidence-informed policies and systems for tracking progress toward the goals. To meet the scale of the demand, IEG has been working with a diverse range of partners to build a global partnership focused on evaluation capacity development.

In January 2020, IEG and the Independent Evaluation Office of the United Nations Development Programme signed a Memorandum of Understanding to build a foundation for the many collaborations that are the building blocks of the partnership. Over the course of the year, a broad coalition of governments and national and international organizations joined the effort. In June 2020, several donor countries and organizations, including IEG and the Independent Evaluation Office, met for the first time to reach a consensus on the concrete steps toward building the partnership.

The partnership aims to pool resources and increase coordination among national and international initiatives in an inclusive way, while drawing on local and global knowledge, to scale up efforts to build M&E capacities.

Methods Advisory Function

In FY20, IEG's Methods Advisory Function provided support to evaluation teams on evaluation design and methods, working on several initiatives to broaden the use of evaluation methods to enhance the depth and breadth of analysis. For example, the team supported the use of machine learning in text analytics, geospatial impact evaluation, and causal contribution analysis. The department organized a number of learning events on topics such as theory of change, content analysis of qualitative data, machine learning, and portfolio review and analysis. As a result of the COVID-19 pandemic and related restrictions, the Methods Advisory Function proposed a framework for adjusting the scope and methodology of evaluations to ensure the quality and depth of analysis and prepared comprehensive guidance on evaluation methods, which was published in the first quarter of FY21.

Management Action Record

The Management Action Record is a key element of the Bank Group's accountability framework. The Management Action Record supports accountability in following up on IEG evaluation recommendations by enabling meaningful tracking, dialogue, and self-assessment of Bank Group management's implementation of IEG recommendations.

To contribute to the broader purpose of growing IEG's value added for the Bank Group's development effectiveness, IEG and management reformed the Management Action Record in FY20. The reform aims to enhance the relevance and strategic value of IEG recommendations and support management's implementation of the recommendations. The reform agreement between IEG and management defines the nature of future IEG recommendations, the ways the management progress will be reported and reviewed, and the approach to transitioning most pre-FY20 evaluations into the new Management Action Record system.

IEG Academy

In FY20, IEG Academy hosted two all-staff, dedicated Learning Days highlighting the importance of developing cutting-edge skills that are then applied to evaluations. There were machine-learning pilots, along with courses covering a range of topics from developing program theories to writing for impact to emotional intelligence. Over the course of the year, IEG Academy hosted 31 classes and provided on-the-job tools and coaching opportunities. The award-winning IEG Mentoring Program supported 25 mentoring pairs. Furthermore, the IEG Academy team completed the learning needs assessment, which informs the new IEG Academy curriculum.

FY20 Highlights

Evaluations

3 Major Evaluations



1 Corporate Evaluation

0 Sector and Thematic Evaluations

2 Country Program Evaluations

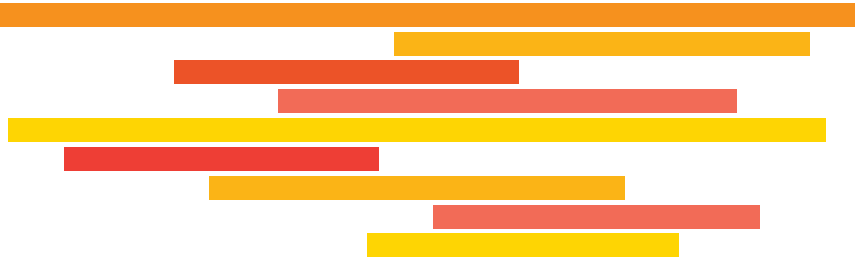
3 Meso Evaluations



3 Synthesis Reports

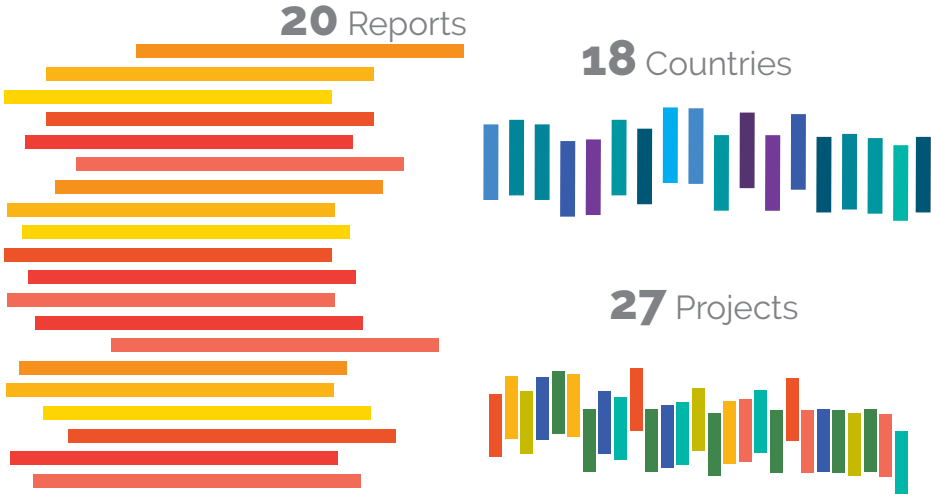


9 Learning Engagements



Project Evaluations and Validations

Project Performance Assessment Reports



Total Validations

Implementation Completion and Results Reports Reviews



Completion and Learning Report Review



Project Completion Report Reviews



Expanded Project Supervision Reports Review



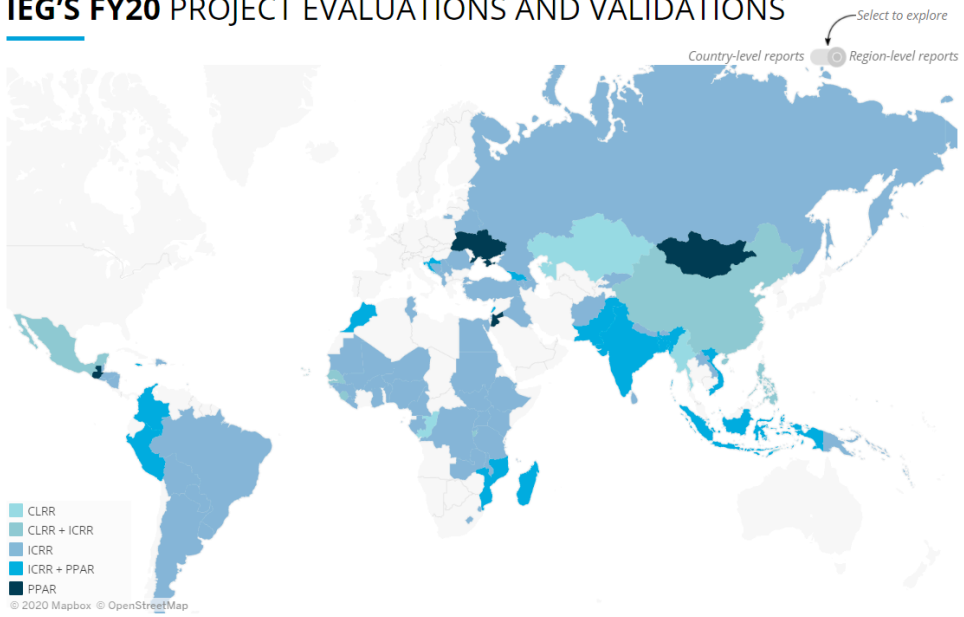
MIGA Validations



Evaluating Globally in FY20














Explore [this interactive map](#) of the CLRRs, ICRRs, and PPARs completed by IEG in FY20.

IEG'S FY20 PROJECT EVALUATIONS AND VALIDATIONS



Note: CLRR: Completion and Learning Report Review | ICRR: Implementation Completion and Results Report Review | PPAR: Project Performance Assessment Report.
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FY20 Learning Engagements

Title	World Bank Group Partner Departments	Output
Evolution and Performance of the World Bank Housing Portfolio	Urban, Disaster Risk, Resilience, and Land	 Workshop
How to Improve the World Bank Group's Development Effectiveness in the Middle East and North Africa	Middle East and North Africa	  Workshop, training materials
Assessing the Results Monitoring and Measurement Framework for IFC's Corporate Finance Services	IFC Corporate Finance	 Report
Addressing Urban Crime and Violence Risks in World Bank Operations	Sustainable Development; Urban, Disaster Risk, Resilience, and Land; Fragility, Conflict, and Violence	  Workshop, learning module
IFC Advisory Services Sector Highlights: Analysis of Advisory Services Support Provided to IFC Investment Clients	IFC Sector Economics and Development Impact Unit	 Report
Toward the Development of Global Practice-Specific JOBS Theories of Change	Social Protection and Jobs	 Workshop
A Comparative Analysis of AIMM-Backfilled Projects and XPSRs/EvNotes	IFC Sector Economics and Development Impact Unit	  Report, presentation
IFC MAS Sector Highlights – Development Outcome Drivers in IFC's Agribusiness Portfolio	IFC Manufacturing, Agribusiness, and Services	 Report
Supporting Climate Change Monitoring and Evaluation	Climate Change Strategy and Operations	  Discussion, advice, and workshops

Note: AIMM = Anticipated Impact Measurement and Monitoring; IFC = International Finance Corporation; JOB = Jobs Global Practice; MAS = Manufacturing, Agribusiness, and Services; XPSR = Expanded Project Supervision Report.

Most-Viewed Reports



Most-Viewed Blogs

A Pivotal Year for Monitoring and Evaluation



Bowling in the Dark: Monitoring and Evaluation During COVID-19 (Coronavirus)



Adapting Evaluation Designs in Times of COVID-19 (Coronavirus): Four Questions to Guide Decisions



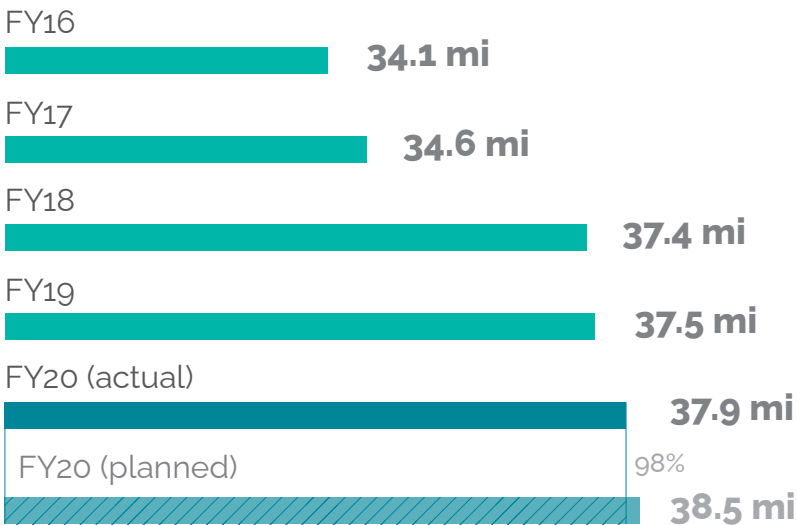
Hope or Hype? Attracting Investors to Emerging Markets and Developing Economies



Evaluation and the Sustainable Development Goals: Unpacking the Issues



Total Spending, FY16–20



Increasing Impact through Innovation

In FY21, IEG will build on its internal reviews to improve its value to the Bank Group, its shareholding countries, and the evaluation community at large. We will continue to be highly selective in what evaluations we choose, and evaluations for FY21–22 are aligned with the institution’s strategic priorities, particularly with an increased focus on country-level outcomes.

IEG’s FY21 work program follows six streams: (i) gender, (ii) fragility, conflict, and violence, (iii) climate change and environmental sustainability, (iv) Mobilizing Finance for Development, (v) human capital, and (vi) jobs, growth, and shared prosperity. These streams are bridged by two cross-cutting themes: (i) governance and institutions and (ii) the Bank Group’s corporate effectiveness. Generating evaluative evidence over time within these streams will provide IEG with an organizing principle that allows for greater synthesis of lessons and solutions relevant to key development challenges.

The Bank Group is focused on addressing the COVID-19 crisis, and IEG will remain focused on providing evidence to inform decisions. Along with adapting the work program to synthesize and produce evaluative evidence and lessons relevant to the pandemic, IEG will continue to create just-in-time notes, provide on-demand monitoring and evaluation support, and share knowledge.

IEG established strong systems for knowledge management and engagement in FY20, and FY21 will see a continued refinement of these systems, increased collaboration with operations throughout the evaluation cycle, and improved, targeted outreach. Evaluations are becoming more technically concise and accessible, the range of bite-size products is expanding, and events are tailored to small, specific audiences at times that coincide with corporate or global events.

A fresh data strategy involving innovations to maximize data capture and organization will drive technological advancement in the coming year. In FY20,

IEG began using machine learning and other techniques to gain insights across products, sectors, and themes. In FY21, we will increase our capacity for data mining, implement a new Management Action Record system, and standardize data analysis.

A key priority this year will be to start planning our evaluation work early and in a way that takes into account the constraints of the new COVID-19 reality. IEG will need to adjust the assumptions and expectations of what it takes to organize and deliver evaluations. Field missions, previously the backbone of evaluation, are unlikely to return in FY21. This constraint provides IEG with an exciting opportunity to reconsider whether traditional methods are the best way to tackle an evaluation problem and how best to work in situations where conventional techniques for data collection are more costly, difficult, or simply unavailable. As the pandemic and the associated crises evolve, we also need to reflect on whether we are asking the right evaluation questions to ensure ongoing relevance to the Bank Group and its client countries. Doing what we've always done, only virtually, may not be the response we need in these unconventional times. It's time for us to get even more creative.

APPENDIXES

Independent Evaluation Group
FY20 Annual Report

Work Program, FY21–24

FY21–24+ Evaluations

Streams	FY20 (Actual)	FY21 (In preparation)	FY22 (Proposal)	FY23 (Tentative)	FY24+ (Pipeline)
Gender	Gender Strategy Mid-Term Review	Engagement in Situations of Conflict IFC & MIGA support for Private Inv. in FCS (incl. IDA PSW)	Gender Equality in FCVs (incl. women economic opp. & GBV)		World Bank Group Gender Strategy
Fragility, Conflict, and Violence	IFC in FCV Synthesis				FCV Strategy
Climate Change	Renewable Energy		Disaster Risk Reduction Energy Efficiency	Climate Change Action Plan Pillars Green Finance/Bonds	Clean Energy Transition
Environmental Sustainability	Sustainable Irrigation Natural Resources Degradation	Solid Waste Management (incl. plastic management)		Mainstreaming Biodiversity and Forests	Water Strategic Action Plan
Mobilizing Finance for Development	MIGA Nonhonoring Guarantee Mobilization of Private Capital	IFC Investment in K-12 Education		Catalyzing Private Finance — upstream work Foreign Direct Investment (incl. MIGA insurance)	IDA Private Sector Window The Cascade — IFC/World Bank collaboration PSD in HD sectors PPP Update
Human Capital	Drivers of Education Quality Aging	Undernutrition and its Determinants	Human Capital Project COVID-19 Response— support to protect human capital	Countries with high fertility and young populations	Protecting Human Capital Against Shocks (incl. COVID-19 lessons) Health emergency preparedness (incl. COVID-19 lessons) HD front line services delivery Learning crisis

Managing the socioeconomic consequences of crises (incl. COVID-19 lessons)

Migration
Spatial Inequality, incl. Shared Prosperity to Lagging Regions
Digital Solutions at Sector Level, esp. FinTech
Tackling Extreme Poverty
Shared Prosperity (I/update)
Roads

Jobs, Growth & Shared Prosperity	SME Support Synthesis	Global Value Chains	Jobs — Operationalization in Policy Advice & Lending
	Urban Spatial Growth	Agricultural Transformation Financial Inclusion	Entrepreneurship & Innovation

COVID-19 Response — support to address economic consequences

Governance and Institutions	Subnational Governments		Gov/Tech
	Public Finance SOE Reforms Public Utility Reform Synthesis Crisis Preparedness		

Public Institutions Reform

World Bank Group Corporate Effectiveness	Disruptive Tech. World Bank Group Readiness Convening Power	RAP 2020 and MAR Validation Global Footprint Effectiveness Outcome Orientation at Country Level Doing Business Report	RAP 2022 and MAR Validation World Bank Group as a Learning Institution PforR ESF (incl. special note on GBV action plan)
			Capital Package Procurement Update Knowledge Flows & Collaboration 2.0 World Bank Group Operational Risk Appetite Framework Effectiveness AIMM and Impact RAS MPAs SCD/CPF Update Trust Fund Reform

Country Program Evaluations	Philippines, Albania	Chad, Bangladesh, Ukraine, Madagascar	5 country-level evaluations anticipated	5 country-level evaluations anticipated
Total	20	16	17	34*




























* Green text = committed to be delivered within the timeframe indicated to the Board; Red text = COVID-19 response related; Gray italics = pipeline/long list

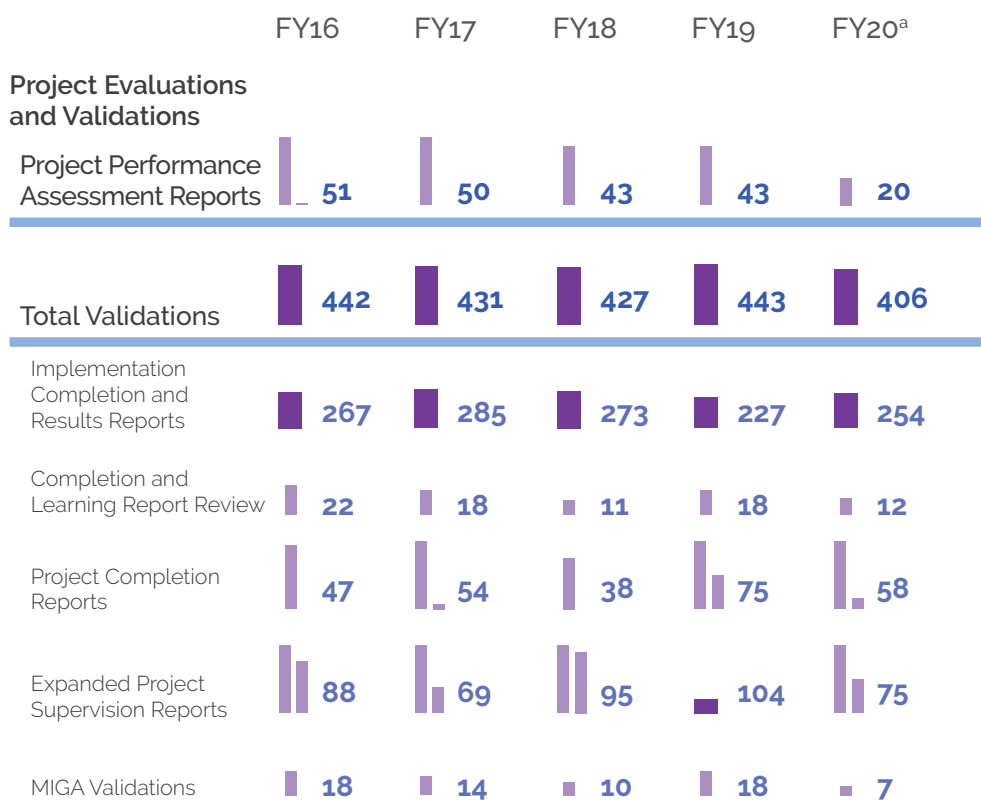
Note: AIMM = Anticipated Impact Measurement and Monitoring; COVID-19 = coronavirus pandemic; CPF = Country Partnership Framework; ESF = Environmental and Social Framework; FCS = fragile and conflict-affected situations; FCV = fragility, conflict, and violence; GBV = gender-based violence; HD = Human Development; IDA = International Development Association; IFC = International Finance Corporation; MAR = Management Action Record; MIGA = Multilateral Investment Guarantee Agency; MPA = multiphase programmatic approach; PforR = Program-for-Results; PPP = public-private partnerships; PSD = private sector development; PSW = Private Sector Window; RAP = Results and Performance of the World Bank Group; RAS = reimbursable advisory services; SCD = Systematic Country Diagnostic; SME = small and medium enterprise; SOE = state-owned enterprise.

IEG Deliverables

Evaluations (by number)

Project Evaluations and Validations (by number)

	FY16	FY17	FY18	FY19	FY20 ^a
Major Evaluations	 9	 8	 9	 7	 3
Corporate Evaluations	 3	 3	 3	 1	 1
Sector and Thematic Evaluations	 2	 5	 4	 5	0
Country Program Evaluations	 2	\	 2	0	 2
Meso Evaluations	\	\	 3	 2	 3
Synthesis Reports	\	 2	\	 4	 3
Learning Engagements	\	 11	 7	 7	 9



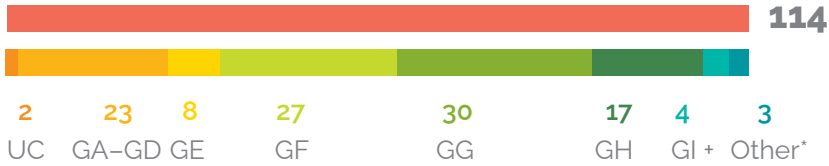
Note: \ - not available.

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 was 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 CLRs 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.

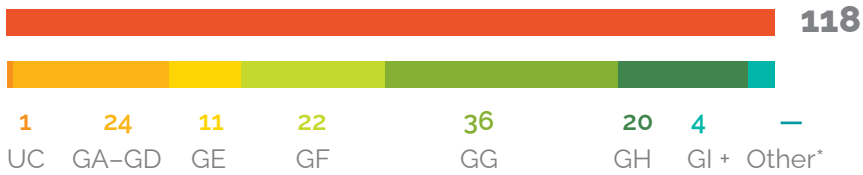
IEG Staffing

IEG Staffing (number)

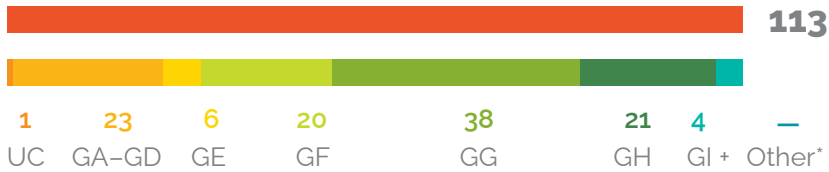
FY16



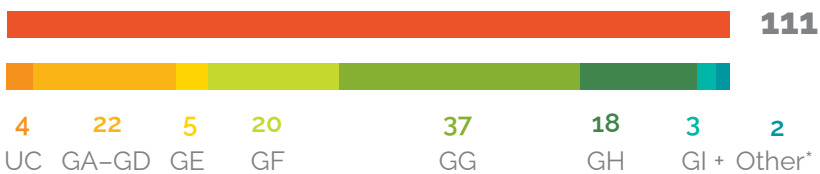
FY17



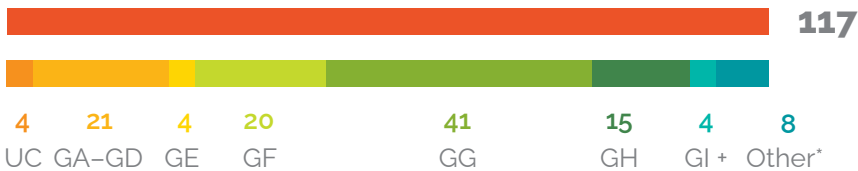
FY18



FY19



FY20



*(ETT, ETC, UC)

Note: Staff on development assignments are included in these numbers.

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 (IFC), and the Multilateral Investment Guarantee Agency (MIGA) and with developing international evaluation capacity.

The goal of IEG's evaluation work is to improve the Bank Group's ability to achieve development outcomes by providing impartial, evidence-based assessments and lessons on drivers of success and failure. IEG uses rigorous methods that triangulate findings from a cross-section of sources to provide credible evaluations with new insights. Sharing these findings, strengthening client evaluation practice, and engaging stakeholders ensures that insights are understood and necessary improvements are made.

The goals of IEG's evaluation capacity development work are to foster international evaluation harmonization, to develop evaluation capacity in member countries, and to encourage best practices in international development evaluation.

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



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The World Bank
1818 H Street NW
Washington, DC 20433