

Informing Policy and Decisions

IEG 2022 Annual Report



IEG
INDEPENDENT
EVALUATION GROUP

WORLD BANK GROUP
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Informing Policy and Decisions

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Message from the Vice President and Director-General, Evaluation

We once again found ourselves on unfamiliar ground in fiscal year (FY)22. Across the World Bank Group, staff anticipated returning to the office and going on in-person missions again, but the coronavirus (COVID-19) pandemic delayed this return to normality again and again. The war in Ukraine unleashed a new set of challenges for countries already shouldering the social and economic impacts of the pandemic. As the World Bank Group pivoted once again to adapt to changing circumstances, Independent Evaluation Group (IEG) stayed focused on identifying the evidence and lessons that would help inform key decisions on how to meet new and compounding challenges. Along with informing the COVID-19 response, IEG drew on new evaluative work and an extensive body of existing evidence to contribute to the 20th Replenishment of the International Development Association and the Bank Group's road map for addressing the impacts of multiple global crises on developing countries.

In this complex and changing development landscape, the demand for more rapid and focused evaluative evidence has increased. IEG responded by transforming the way it works to increase the speed at which lessons are surfaced to inform the World Bank Group about situations requiring swift action. Rapid analytical work based on existing evidence allowed evaluators to identify insights that could be of immediate value. We are introducing a new product, Evaluation Insight Notes, as a vehicle for drawing on IEG's rich knowledge repository to generate insights in a timely manner about important strategic and operational issues.

At the same time, we maintained our line of sight with long-term development challenges in our thematic evaluations. We also contributed to a range of issues that may not have been in the headlines but are vital to development through Learning Engagements on topics such as the environmental and social performance of the International Finance Corporation (IFC), enhancing educational quality and learning outcomes in Sub-Saharan Africa, and improving road safety around the world.

IEG staff also worked to turn FY22 into an opportunity to increase our value. Our efforts led to improvements in technology, evaluation methodology, internal operations, and knowledge management. This maintained the momentum of the ongoing increase in the quality, timeliness, and efficiency of our work. We expanded the focus on outcome orientation to products beyond thematic evaluations and significantly improved our data management environment.

Data infrastructure took a leading role in IEG's efforts to increase its value. Working with the Information and Technology Solutions department, IEG created a sophisticated cloud-based data and reporting environment, named the IEG Data Hub. The new system includes all Implementation Completion and Results Report Review rating and text data, Project Performance Assessment Report lessons, and Completion and Learning Review Review data. It also provides easier access to *Results and Performance of the World Bank Group* and Country Program Evaluation data for IEG teams. These improvements will increase consistency and efficiency in evaluation work. We also extended this data access to external parties through a revamped data page on the external site.

The Bank Group has increased its focus on outcome orientation, and IEG stepped up to support this transition. We enhanced our approaches to several products to increase their outcome orientation. We updated the Completion and Learning Review Review template to refine the focus on outcomes and lessons. Country Program Evaluations shifted from being performance-rating devices to identifying Bank Group contributions and addressing country-level binding constraints. The methods team began developing process tracing methodology to capture the effects of advisory and analytics projects on country reform trajectories, curated development partners' data to better understand the Bank Group's comparative advantages, and supported portfolio review and analysis focused on outcomes.

FY22 also found IEG exploring new ways to share information and communicate our expertise while maintaining our commitment to face-to-face engagement with our stakeholders. This commitment was fulfilled through diverse types of engagements, both formal and informal, from presentations to the Board of Executive Directors to webinars to ad hoc briefings. To reach

new and existing audiences, we launched a podcast called *What Have We Learned?* that provides a space for more informal discussion about the role and impact of evaluation. The inaugural season featured eight episodes, included internal and external guests, and covered subjects such as measuring results in global development, lessons from previous debt crises, and the use of new technologies in monitoring and evaluation. In addition to this exciting new product, we also innovated to introduce audiences to evaluative insights and drive traffic to the IEG website by translating more of our content into multiple languages and through sharper, more focused social messages and animations.

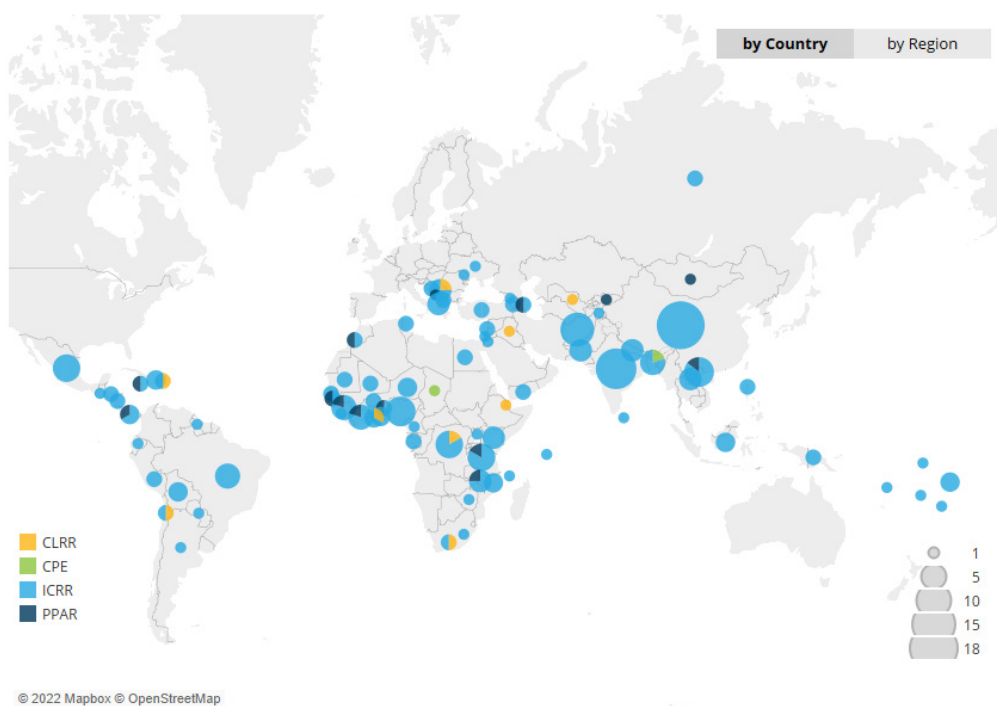
IEG's performance in FY22 demonstrated our commitment to ensuring evaluative evidence reaches our diverse range of stakeholders and emphasized our value to informing policy and decisions. We demonstrated, through multiple channels, our ability to quickly gather and synthesize data into meaningful lessons and recommendations. In FY23, we will continue to be a reliable source of evidence to help guide decisions as the World Bank seeks to tackle multiple overlapping crises.



Alison Evans
Director-General, Evaluation

Connecting across the World in FY22

IEG evaluates the self-evaluations of every World Bank project, and a sample of those from the International Finance Corporation and the Multilateral Investment Guarantee Agency. This resulted in hundreds of Completion and Learning Review Reviews, Implementation Completion and Results Report Reviews, and Project Performance Assessment Reports in FY22. Explore these reports by country, type, or World Bank Region in this [interactive map](#).



Expanding Global Access to IEG Data

IEG's data team, in conjunction with Information and Technology Services, designed and launched the IEG Data Hub in FY22. Organizing legacy data and mapping old and new institutional variables took several months. Designing the templates required several staff consultations and stock taking of best practice examples. However, working with IEG's data experts and coordination teams to test and improve the platform exemplified great collaboration within IEG. We hope this standardized and user-friendly platform provides easier access to data for our staff so that they can spend more time on deeper portfolio review and analysis for their respective evaluations.



Kristin Strohecker

Program manager:
data, systems, and learning
Knowledge and Communications



Mari Noelle Lantin Roquiz

Technical specialist
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Hellen Matarazzo

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Evaluation Lessons

In FY22, IEG submitted 13 thematic and corporate evaluations, 2 Country Program Evaluations, 1 synthesis report, the *Validation of Management Progress on IEG Evaluation Recommendations*, and the *2021 Results and Performance of the World Bank Group (RAP)* to the Committee on Development Effectiveness.



To learn more, check the [interactive version](#) of the bookshelf.

Throughout FY22, IEG evaluations covered a range of themes that are critical to development. Read about a sample of them, and how they use data to draw lessons that inform positive change.

Transitioning to a Circular Economy: An Evaluation of the World Bank Group's Support for Municipal Solid Waste Management (2010–20)



Credit: Farhana Asnap / World Bank.

Municipal solid waste is a global challenge with public health, environmental, social, and economic costs. In a circular economy, the loop between extraction, manufacturing, and disposal is closed, and reducing, reusing, and recycling are encouraged. In *Transitioning to a Circular Economy: An Evaluation of the World Bank Group's Support for Municipal Solid Waste Management (2010-20)*, IEG assesses the cohesion of the Bank Group's response across the World Bank, IFC, and MIGA, and the effectiveness of engagements to improve municipal solid waste management.

To learn more, check out the blog, "[Towards a Circular Economy: Addressing the Waste Management Threat](#)," and read the [report](#).

How an Evaluation Influenced 20th Replenishment of the International Development Association

As effective debt management is so important in helping low-income countries recover from the pandemic and keep other development agendas on track, the Committee on Development Effectiveness asked IEG to undertake an early assessment of the Sustainable Development Finance Policy (SDFP) during its initial year of implementation. The SDFP was launched to address the increase of debt distress, and was designed to incentivize actions on the borrower side to improve the transparency and sustainability of debt through the implementation of performance and policy actions. It was also designed to promote collective action on debt among IDA creditors, through a Program for Creditor Outreach (PCO).

In many ways, the SDFP is already a big improvement from the previous policy, the Non-Concessional Borrowing Policy, because it applies to all IDA-eligible countries (including blend and gap countries), broadens coverage of public debt to include domestic borrowing, and incentivizes actions to reduce debt vulnerabilities through the required implementation of performance and policy actions (PPAs) for countries deemed at moderate or higher risk of debt distress. However, we also found opportunities to strengthen the SDFP. Because countries can fall into debt distress rapidly, consideration should be given to adjusting the criteria for exempting countries from having to implement PPAs.

The major accomplishment was the timely delivery of the early evaluation in time to inform the Third IDA20 Replenishment meeting in October 2021. Indeed, the evaluation's findings played front and center in the IDA discussions, evidence of the immense value of timely delivery of IEG's work. We hope the recommendations from our early assessment will lead to an even more effective policy.



Jennifer Keller
Senior economist
Economic Management and
Country Programs Unit

World Bank Engagement in Situations of Conflict



Credit: Masaru Goto / World Bank.

Conflict affects international development in complex ways, and the World Bank's ability to reach the twin goals increasingly relies on engaging effectively in conflict-affected situations. *World Bank Engagement in Situations of Conflict* analyzes four aspects of engagement to draw lessons on how the World Bank works differently in situations of conflict.

To learn more, read the [report](#).

Helping Prepare the Post-War Road Map in Ukraine through Evaluation

IEG Country Program Evaluations (CPEs) typically cover a period of 6–10 years of World Bank Group engagement in a particular country and provide insights to inform the next strategy cycle. IEG recently revised its approach to these documents to provide a more dynamic assessment of World Bank engagement and adaptation to evolving country circumstances. We also now assess the extent to which Bank Group support focused on the most important developmental challenges facing the country. During the FY20–21 work program, IEG began work on these new CPEs, with Ukraine being the first country covered.

A few weeks after IEG submitted the evaluation to Bank Group management for comments, hostilities broke out between the Russian Federation and Ukraine. Despite the complex situation in the field, which included World Bank staff's emergency relocation, the World Bank's country team provided constructive feedback on the draft CPE. For obvious reasons, the government of Ukraine was not in a position to provide its comments. Given the relevance of much of the analysis to prospective future engagement in Ukraine, we completed and informally submitted the report to the Board of Executive Directors in spring of 2022.

To increase the usefulness of the CPE, we reflected on its findings and adapted the lessons learned to the current context. These lessons were used by the country team in its forward-looking Ukraine Roadmap document. The following lessons were identified as potentially relevant for post-conflict support to Ukraine:

- » Focus on institutional reforms that provide the foundation for greater competition.
- » Set justice and energy sectors as priority areas.
- » Offset the negative impacts that reform has on some groups.
- » Support the education sector when dealing with issues of fragility.



Konstantin Atanesyan
Senior evaluation officer
Economic Management and
Country Programs Unit

World Bank Support to Reducing Child Undernutrition



Credit: Curt Carnemark / World Bank.

The negative effects of undernutrition to health, physical growth, and cognitive development in children continue into adulthood. The potential for learning and subsequent contributions to society become stymied, affecting human capital accumulation in countries. *World Bank Support to Reducing Child Undernutrition* uses evidence at the global, country, and portfolio levels to assess the World Bank’s contribution to improving outcomes related to child undernutrition and seeks to inform the design of nutrition support in the future.

To learn more, read the blog, “[How Does Nutritional Behavior Change Happen? A Tool to Help You Apply the Lessons,](#)” and read the [report](#).

Enhancing the Effectiveness of the World Bank's Global Footprint



Credit: Simone D. McCourtie.

The World Bank Group is in the process of expanding its global footprint, particularly in lower-income countries and those affected by fragility, conflict, and violence, by moving staff with operational and decision-making roles to the field. *Enhancing the Effectiveness of the World Bank's Global Footprint* assesses the effectiveness of the World Bank's previous efforts at decentralization to inform this new expansion. The report explores the benefits and challenges to staff and recommends ways to improve the process and outcomes.

To learn more, read the [report](#).

An Evaluation of International Finance Corporation Investments in K–12 Private Schools



Source: Shutterstock / Super star.

After the freezing of IFC’s direct investments and advisory services support to private for-profit K–12 schools in March 2021, IEG was asked to evaluate IFC’s contributions to private education provision, including impacts on educational outcomes, poverty, and inequality. *An Evaluation of International Finance Corporation Investments in K–12 Private Schools* analyzes the complexities of the financial viability of these investments and the constraints on their impact on access to quality education for underserved groups.

To learn more, read the blog, “[Six Lessons for Aligning Investments in K–12 Private Schools with the Goal of Quality Education for All](#),” and read the [report](#).

Evaluating under a Microscope: IFC Investment in Private K–12 Schools

Our team conducted the first systematic assessment of IFC's 20-year experience with investing in private kindergarten through grade 12 (K–12) schools. The evaluation fulfilled a request from the World Bank Group president to assess the impact of IFC investments on education outcomes and equitable and inclusive access to quality education as well as the effects on poverty and inequality. The evaluation aimed to provide evidence to inform discussions by the Committee on Development Effectiveness and IFC management on future IFC investments in K–12 private schools, which had been discontinued in 2017.

Demand for private K–12 schools has been growing in low- and middle-income countries owing mainly to the inability of governments to keep pace with rising populations, resulting in school crowding or lack of adequate provision. In view of Sustainable Development Goal 4, which calls for quality education for all by 2030, criticisms about the social and economic impacts of development finance institution (DFI) support to private schools increased in recent years.

The evaluation received intense scrutiny from civil society organizations, several governments, and other DFIs. We clarified that the evaluation was not aimed at addressing the pros and cons of private education but focused strictly on IFC's past portfolio of investments in private K–12 schools, their relevance to the education needs of the respective country, their contribution to promoting quality K–12 education, and any lessons for future investments. We used several evaluation methods, including a review of the IFC K–12 portfolio; a structured review of academic literature; case studies; an analysis of K–12 education data; interviews with global and local civil society organizations, academics, and external and Bank Group education specialists; and reviews of DFIs and private investment in K–12 private schools in developing countries.

Our findings showed that the evidence did not support a resumption of IFC investments in private K–12 education without a fundamental change in its approach. IFC, a pioneer among DFIs in financing private K–12 schools in developing countries, had met a demand for financing, but a new business model would be needed to support private schools in low- and middle-income countries while aiming to reach lower-income and impoverished students, improve the quality of education, and make a sufficient return on investment. Our evaluation also identified several valuable lessons from IFC's experience, which are relevant to any DFI currently invested in or considering investments in private K–12 schools. In their response to the evaluation, IFC announced it would not resume its investments in K–12 private schools for the foreseeable future.



Susan Caceres
Senior education specialist
Corporate and Human Development Unit



Aurora Medina Siy
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Finance, Private Sector, Infrastructure,
and Sustainable Development Unit

Reducing Disaster Risks from Natural Hazards



Source: Shutterstock / AB-DESIGN.

Climate change is increasing the number of disasters related to natural hazards such as floods, earthquakes, and tsunamis, which cause billions of dollars in damage every year. Disadvantaged and vulnerable populations face the greatest risks. *Reducing Disaster Risks from Natural Hazards: An Evaluation of the World Bank's Support FY10-20* focuses on lessons from the World Bank's support for reducing risks from such disasters.

To learn more, read the blog, “[Building the Evidence for More Effective Disaster Risk Reduction](#),” and read the [report](#).

Bolstering Results Measurement for Road Safety Interventions

An IEG Learning Engagement with the World Bank Global Road Safety Facility helped uncover shortcomings in the road safety results measurement. These holes in knowledge jeopardize the World Bank's understanding of the effects of road safety interventions in projects. Shortcomings included the lack of counterfactuals, the absence of alignment between intervention and measurement areas, and the use of fatality data from only a single year—a year which could be an outlier. Because of these weaknesses, the World Bank has no clear understanding of which road safety interventions work and which do not.

The Learning Engagement highlighted these and other shortcomings, explained their impact on the reliability of results measurement, and suggested areas for improvement. Along with our World Bank Global Road Safety Facility counterpart, IEG presented the findings and suggestions to World Bank task teams. The teams incorporated these into a module of the Road Safety Academy. By highlighting these shortcomings, we encouraged task teams to put more attention on results measurement and use so that they could use the findings on the effectiveness of road safety interventions to inform new operations.

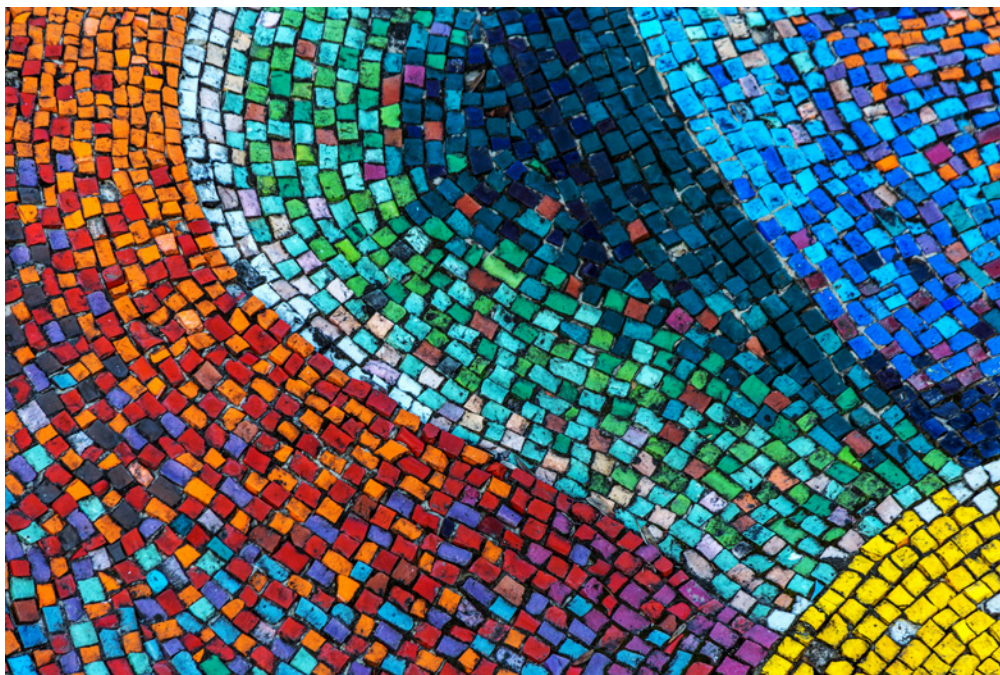
This work was well received by the head of the World Bank Global Road Safety Facility and by the participants of the dissemination events. We at IEG look forward to supporting them in other dissemination events.



Elisabeth Goller

Senior evaluation officer
Infrastructure and Sustainable
Development Micro Unit

Results and Performance



Credit: Shutterstock / A_Lesik.

The *Results and Performance of the World Bank Group 2021*, IEG’s annual review of the Bank Group’s performance, analyzed the achievement of project and program objectives through validated ratings. A novel analysis of repetition and innovation in projects also allowed IEG to note when teams took informed risks and to determine the effect of this behavior on outcome ratings. Finally, the 2021 *RAP* examines the World Bank’s selection of indicators and targets to understand how this affects ratings and performance.

To learn more, check out the blog, “[Outcome Ratings Increase Across Entire World Bank Group](#),” and read the [report](#).

What Have We Learned? The Evaluation Podcast

In FY22, IEG launched a podcast asking, What have we learned about global development? Through conversations with thinkers and practitioners, the podcast helps the international development community digest and reflect on the continuous stream of development data. The podcast aims to unpack insights from evaluations and research and promote a culture of learning.

In the first six-episode season, we explored the lessons learned on topics including tackling previous waves of debt crises, operating in contexts fraught by conflict, and studying the successes and constraints of a key World Bank financing instrument. By offering this new way of sharing and learning, we hope to further engage the development community as we continue to work toward the shared goal of a world free of poverty.

You can find the podcast on Spotify, Apple Podcasts, Stitcher, and Google Podcasts. Listen to *What Have We Learned?* on IEG's website (ieg.worldbankgroup.org/podcast) or the platform of your choice.



Brenda Barbour
Manager

Knowledge and Communications



Jeff Chelsky
Manager

Economic Management and
Country Programs Unit

Strengthening Evaluation through Collaboration and Education

During its first full year of operation, the Global Evaluation Initiative (GEI) realized many of its goals and set itself up for a future of learning and growth. GEI aims to find better ways to address country monitoring and evaluation (M&E) challenges by increasing coordination among national and international initiatives, thereby leveraging experiences and lessons learned from institutions working to build M&E capacities. In FY22, the initiative successfully leveraged the local, regional, and global expertise of its international cadre of partners. As a result, GEI generated collaboration and facilitated important relationships, scaled successful approaches while adapting them to local needs, and inspired new solutions.

In FY22, GEI partners

- » Actively delivered diagnostic, technical, and other strategic evaluation capacity development advisory services to governments in 41 developing countries (with deeper engagement in 24 priority countries), and launched the Monitoring and Evaluation Systems Analysis diagnostic tool.
- » Delivered 98 training and professional development programs that increased the capacities of M&E stakeholders in developing countries, financially supporting over 300 participants.
- » Convened and engaged around the most important M&E topics, capturing innovative M&E knowledge and practical experience in the field and sharing it globally and locally, with a focus on South-South exchange.

The Centers for Learning and Evaluation Results (CLEAR), one of GEI's key implementing partners, delivered advisory services to governments seeking to build or improve their national monitoring and evaluation systems. Global hubs supported work in the Caribbean Community, Cabo Verde, and Lesotho.

École nationale d'administration publique, one of GEI's partners, launched the first international training program offered in Arabic. Thirty-three

participants, 18 of them women, from Algeria, Libya, Morocco, Mauritania, and Tunisia, joined the first training.

The annual gLocal Evaluation Week, organized by the GEI in partnership with local, regional, and global organizations and experts, took place in 53 countries with 369 events and more than 15,000 participants. Mexico, Brazil, and India hosted the most events. Many of the presentations are available online for viewing. The theme was “EvalEvolve: The Evolution of M&E in the 21st century.”

The 2022 workshop series by the International Program for Development Evaluation Training (IPDET) included topics such as digital analytics for M&E, national evaluation in public service, geo-enabling for monitoring and supervision, and theory-based causal analysis.

GEI also developed and ran Launchpad, a 12-week structured pre-incubation program for early-stage enterprises offering innovative M&E solutions. Program instructors came from the M&E field, Silicon Valley, and world-class business accelerators. The first Launchpad cohort included 10 companies from 9 developing countries.

Finally, in FY22, GEI took ownership of the Better Evaluation online platform, which provides free access to information on more than 450 evaluation approaches, tasks, methods, and processes, with over 4,000 specific resources. Currently, the platform has 1.29 million annual users.

Behind the Scenes of Evaluation

Several programs operate in the background but serve as the backbone of IEG's evaluation practice. IEG invests in the development of cutting-edge evaluation methods through its Methods Advisory Function, in ensuring the strength of Bank Group accountability through the Management Action Record, and in staff learning through the IEG Academy.

Methods Advisory Function

In FY22 IEG's Methods Advisory Function provided advisory support to evaluation teams, developed guidance on methods and data use (including qualitative data analysis, portfolio analysis, and the use of data science techniques), and peer reviewed reports. Through learning events for IEG and external audiences, they shared knowledge about good practices in evaluation design, the use of methods, and innovations in evaluation methods and data use. The team also contributed to various discussions and initiatives around data systems and use, evaluation quality, and the integration of data science techniques in the practice of evaluation. FY22 also saw the publication of three methods papers on innovative methodological applications in evaluation. Learn more about the series and read the papers on the [Evaluation Methods Resources page](#).

A New Series on Evaluation Methods

The Methods Advisory Function strives to share lessons learned from the application of novel or innovative methods in evaluations. The new IEG Methods and Evaluation Capacity Development Working Paper Series features methodological insights and findings from past and ongoing evaluations, serving as a common repository of knowledge relevant to the conduct and practice of evaluation at the World Bank. In the papers, we present cutting-edge applications of qualitative, quantitative, and multimethod research, seeking to enhance the reliability and validity (internal and external) of findings. The series is aimed at evaluators working in the framework of independent evaluation functions in international development, as well as evaluation practitioners and stakeholders in relevant disciplines.

The first paper was published in FY21, followed by three papers published in FY22. The first provided an overview of how qualitative comparative analysis can be used to identify causal pathways for scaling up renewable energy to meet sustainable development and climate goals. The second outlined the use of the Delphi forecasting method to share, aggregate, and analyze inputs from a panel of global experts on renewable energy. The third presented the methodology and results used to assess the utility of artificial intelligence for advanced theory-based content analysis. The series editors are currently working on several publications for the new fiscal year, including new approaches to poverty mapping, conducting systematic literature reviews, evaluating knowledge products, and machine learning in evaluative synthesis.



Jozef Vaessen
Methods adviser
Methods Advisory Function



Ariya Hagh
Consultant
Methods Advisory Function

Management Action Record

The Management Action Record (MAR) is a key element of the World Bank Group's accountability and wider knowledge management framework. In FY21, the MAR underwent a reform, and in FY22, IEG continued optimizing the platform. This year, many of the envisioned reform elements materialized, and significant progress was made in enhancing the quality of evidence used in the MAR system. A new assessment framework developed by management, to be piloted by IEG, is helping establish a shared language about what achieving results and outcomes looks like. IEG and Bank Group management are moving toward making the MAR more useful, focused on outcomes, and aligned with the Bank Group's broad strategic priorities.

IEG Academy



The IEG Academy focuses on building and reinforcing the staff skills needed to carry out IEG's mandate successfully. The FY22 Learning Days delivered 15 live, interactive learning sessions and four social events over four dedicated days to over 120 IEG staff and consultants in a fully virtual format. Addressing select learning needs of staff in all roles, the program focused on evaluation methods topics (such as Foundations of Evaluation Design, Fundamentals on Data Science for Evaluations, Portfolio Review Analysis for Task Team Leaders, and Overview of National Monitoring and Evaluation Systems), writing, and training on key soft skills such as working in hybrid teams, leading cross functional teams, and leading without authority.

In addition to the synchronous Learning Days, IEG Academy delivered learning through these offerings and modalities in FY22:

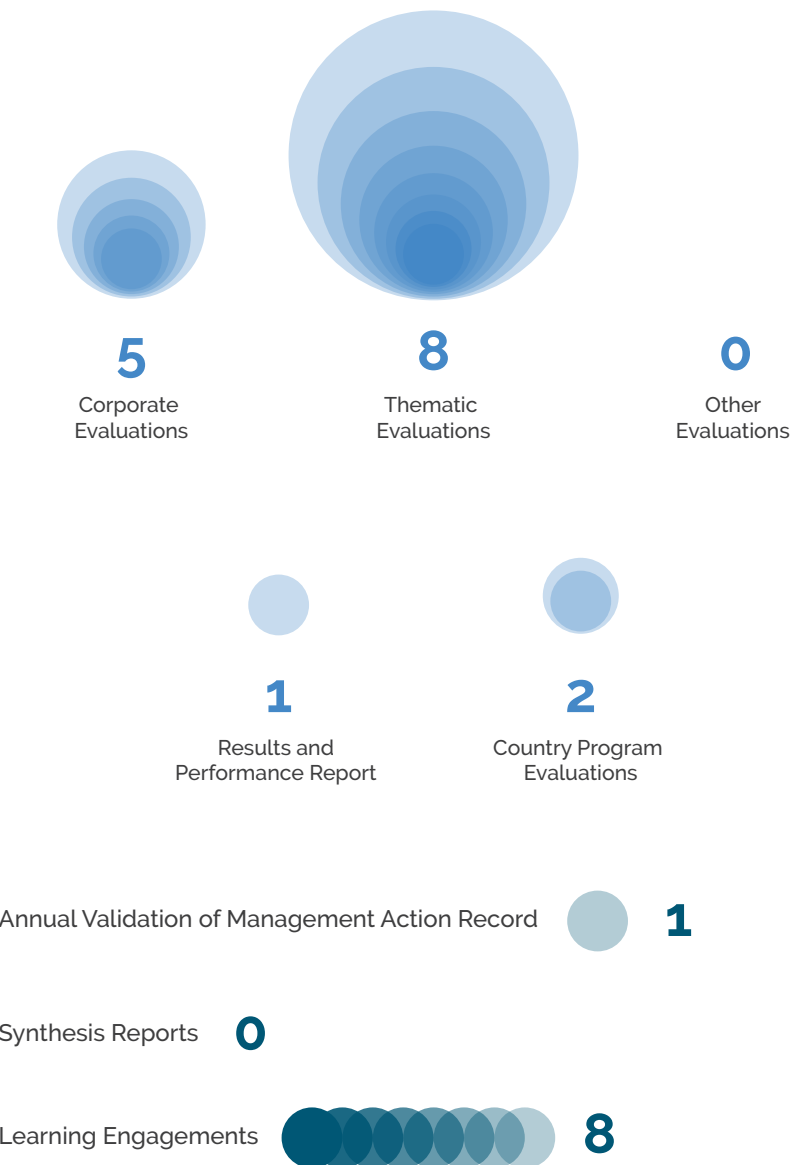
- » Virtual classes and brown-bag lunches (46)
- » Library of resources including on-the-job tools, self-paced eLearning courses and other recommended resources by role

- » Mentoring program supporting pairs matched in FY22 to work together remotely
- » Two new self-paced eLearning modules on Foundations of Evaluation Design
- » Onboarding guidance, resources, and training to orient new hires

FY22 Highlights

Deliverables FY22

Evaluations



Project Evaluations and Validations



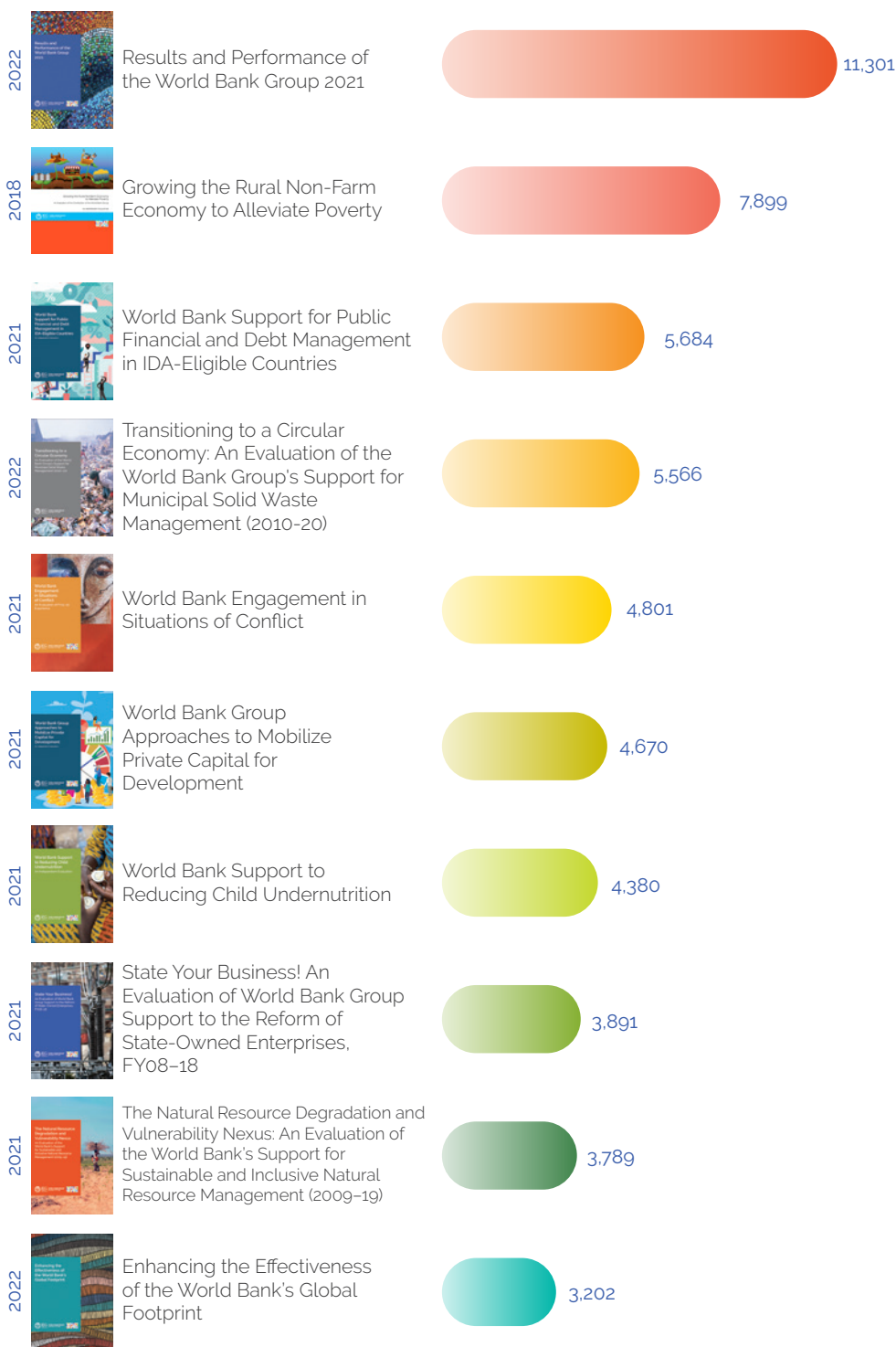
To learn more, check the [interactive version](#) of this graph.

FY22 Learning Engagements

Title	World Bank Group Partner Departments	Output
Technical deep dive and collection of lessons from water operations	Water GP	Report
Supporting World Bank Climate Change M&E additional finance	Climate Change	Report
Anticipating an economic impact of urban infrastructure projects	URL GP	Summary note
Using DPF to support Anti-Covid19 Crisis Response: Lessons from IEG Evaluations of DPFs in Past Crises	Human Capital Project, EFI	Just-in-Time note
Improving Road Safety Project Designs and Results Measuring	Global Road Safety Fund (GRSF) and the Western Africa Transport Unit (IAFT4)	Report
Toward the Development of GP specific JOBs Theories of Change	SPJ	2 Reports
Joint IFC / IEG Financial Industry Group (FIG) Sector Highlights	IFC FIG	Joint IEG-IFC BBLs, Report
Lessons of Experience from Credit Bureaus AS portfolio	IFC FIG, IFC Africa AS	BBL, Report

Note: GP = Global Practice; IFC = International Finance Corporation; MAS = Manufacturing, Agribusiness, and Services; PPP = public-private partnership.

Most-Viewed Reports FY22



To learn more, check the [interactive version](#) of this graph.

Most-Viewed Blogs FY22



To learn more, check the [interactive version](#) of this graph.

Looking Ahead

With world events and compounding crises requiring increasingly speedy responses, IEG will focus on rebalancing its work program to provide evidence for short- and long-term agendas. In FY23, IEG's evaluations will inform ongoing crisis responses and rebuilding efforts, remain focused on the long-term development agenda, and continue to increase attention to country-level outcomes. At the same time, IEG will make room for flexibility in its work program to respond to changing priorities. We'll be ready to create shorter assessments that draw on existing evidence to provide insights. In this way, we aim to continue providing the evaluative evidence to inform decisions and policies across the World Bank Group.

The production, management, and sharing of data will continue to be at the forefront of IEG's movement toward increasing the quality, timeliness, and value of its work. In FY23, IEG will continue to enhance data science literacy among its staff through targeted trainings. The Knowledge Action Plan, developed in FY22, will establish a cohesive, efficient, lifecycle process for capturing, curating, archiving, and sharing IEG's knowledge. These will work together to increase our reach and efficiency through better knowledge practices.

Another topic of growing importance is improving working practices by refining IEG's responsible evaluation approaches. In FY22, we engaged staff in reflecting on how harm can occur in evaluation work and what we can do to prevent it in the future. We also consulted experts from GEI and other evaluation experts through panel discussions and other events. The insights gleaned from these inputs will be used in FY23 to evolve IEG's evaluation practices and develop guidance that can be tested on critical audiences such as partner organizations and other evaluators.

The FY23 work program will be flexible, in keeping with the need for faster, more timely lessons for rapidly changing circumstances. As a result, only six thematic evaluations and three Country Program Evaluations are planned for the fiscal year. In line with the Bank Group's outcome orientation agenda,

IEG will focus on country outcomes and lessons of high relevance to Bank Group teams and clients.

FY22 marked another year defined by the impact of COVID-19. The crisis in Ukraine increased the pressure on development organizations. At IEG, we snapped into action to meet these challenges, rethinking assumptions on the best ways to deliver work, innovating new ways of finding and sharing important, just-in-time insights, and developing greener and more responsible ways of working. IEG has shown itself to be highly adaptable and innovative. In FY23, we'll continue to refine these innovations, enhance our data and knowledge management, reduce harm in evaluation, and deliver insights where and when they are needed most.

Learn more about our FY23 plans and goals in the *FY23 Work Program and Budget*.

About IEG

The Independent Evaluation Group (IEG) is an independent unit within the World Bank Group. It reports directly to the Board of Executive Directors, which oversees 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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