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# PREFACE

The Board of Executive Directors of the World Bank Group (WBG) commissions independent assessments of its Independent Evaluation Group (IEG), which are designed to examine questions and issues that are important to the effective performance of the independent evaluation function for the WBG. The first such independent assessment was conducted in 2004.

In September 2013, the Board of Executive Directors delegated the authority to its Committee on Development Effectiveness (CODE), which is responsible for overseeing the work of IEG, to commission a second independent external review of IEG. To undertake the review, the Board of Executive Directors appointed an Independent External Panel (the Panel) in February 2014 consisting of Drs. Heather Weiss, Saraswathi Menon and Andrei Bougrov.

The objective of the review is to provide suggestions and recommendations to the Board of Executive Directors in order to enhance IEG's impact, further strengthen its role as an independent evaluator of the Bank Group's work and clearly identify IEG's main strengths and areas where improvement is necessary. The approach and methodology of the external review is summarized in Annex I of this paper.

The Panel had complete freedom to form its own opinions and to reach conclusions based on its analysis. The views in this report are those of the Panel and do not necessarily reflect the views or policies of the WBG, its Board of Directors, or the governments they represent.

**Heather Weiss** is the Founder and Director of the Harvard Family Research Project (HFRP) and is a Senior Research Associate and Lecturer at the Harvard Graduate School of Education. From its beginning in 1983, HFRP's mission has been to support the creation of more effective practices, interventions and policies to promote children's successful development from birth to adulthood. A key emphasis of HFRP's work is the promotion, documentation and assessment of complementary learning—strategies that support children's learning and development in non-school as well as school contexts. Dr. Weiss and her colleagues are well known for their work in building the demand for and use of evaluation as a cornerstone of social change, to which end HFRP also provides strategic planning and evaluation services for foundations and communities. Dr. Weiss served on the Congressionally-mandated National Academy of Sciences, Institute of Medicine Team that carried out the initial evaluation of The President's Emergency Plan for AIDS Relief (PEPFAR). She has evaluated major foundation initiatives and with her team, pioneered new approaches to the evaluation of complex strategies embedded in learning, course corrections and continuous improvement. Dr.



Weiss writes, speaks and advises on programs and policies for children and families around the world and serves on the advisory boards of public and private organizations. Her recent publications focus on reframing research and evaluation to support continuous improvement and democratic decision making, examining the case for complementary learning from a research and policy perspective, and assessing new ways of providing and evaluating professional development. She is a consultant and advisor to foundations on strategic grant making and evaluation. She received her doctorate in Education and Social Policy from the Harvard Graduate School of Education and she was a postdoctoral research fellow at the Yale Bush Center in Child Development and Social Policy.

**Saraswathi Menon** is currently a member of the UN Advisory Group of Experts on Peace Building. Dr. Menon was formerly the Director of the Policy Division in UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women. Ms. Menon has extensive experience as a researcher and academician in the UN system. Ms. Menon's career includes experience in both policy and programme areas. She was formerly Director of the Evaluation Office in the United Nations Development Programme and the elected Chair of the United Nations Evaluations Group that brings together the heads of evaluation of all UN organizations. She was a member of the team of authors who wrote the first six Human Development Reports. Subsequently she worked on UNDP programmes as Deputy Chief of the Regional Programme in the Regional Bureau of Asia and the Pacific, as UNDP Deputy Resident Representative in Nepal (1999-2000) and as UN Resident Coordinator and UNDP Resident Representative in Mongolia (2000-2003). Prior to joining UNDP she taught sociology in Madras University in India. She has a Ph.D. in Sociology from Jawaharlal Nehru University in New Delhi. Her Ph.D. dissertation was on caste and land control in Thanjavur district during the nineteenth century, and she continues to be interested in multi-dimensional issues of poverty.



**Andrei Bougrov**. Andrei Bougrov is a Deputy CEO, Deputy Chairman of the Board of Directors of MMC Norilsk Nickel and Member of its Management Board. He is currently a Vice President of Interros Holding Company and Member of the Board of Directors of JSC RusHydro. He also served as Chairman and Member of the Board of Directors of MMC Norilsk Nickel and was Senior Managing Director of Interros Holding Company. Andrei Bougrov was President, Chairman and Member of the Board of Directors of Rosbank; Member of the Board of Directors of INTER RAO UES, RAO Unified Energy Systems of Russia and Power Machines Corporation, Chairman of the Board of Directors of Prof-Media and the Third Generating Company of Wholesale Electric Market (OGK-3). Prior to that, from 1993-2002 Mr. Bougrov was



Russia's Principal Resident Representative and Executive Director at the World Bank. He was also the Dean of the Board of Directors of the World Bank, Member of the Boards of Directors of International Bank for Reconstruction and Development, International Development Association, International Finance Corporation, and Multilateral Investment Guarantee Agency. Before joining the World Bank Mr. Bougrov was a senior staff member of the European Bank for Reconstruction and Development in London. He began his career as Deputy Dean of the Economics Department of the Moscow Institute for International Relations and then spent 12 years with the Russian Ministry for Foreign Affairs in charge of international economic affairs. He received a BA and a Master's Degree with first class honors from the Moscow State Institute for International Relations, completed post-graduate studies and received a Ph.D. in economics at the same institute.



# ACKNOWLEDGEMENTS

Throughout our review research, many wished us good luck and we got it, in the form of the many people who helped us to bring this review to fruition and to inform the findings and recommendations we present. The Panel would like to acknowledge the helpful advice and guidance provided throughout the review by the Committee on Development Effectiveness (CODE) Chairs, Alex Foxley and his predecessor Juan Jose Bravo. We also gratefully acknowledge the assistance provided by CODE members and by the Board of Executive Directors, all of whom provided support and encouragement as well as their time for one-on-one interviews and other meetings.

We are also grateful for the frank conversations, essential information, useful feedback, and suggestions for change that we received from the many people we interviewed in the course of this review who were so generous with their time. The cooperation, insights, and feedback given to us by IEG's Director General, Caroline Heider, and her senior Management and staff and by the WBG's senior management and staff were essential and much appreciated.

We also received invaluable assistance from the CODE Secretariat team; Federico Baechli, Lucy Tacher, and Natalia Danilova. They provided an overview of the structure of the WBG's independent evaluation system and of the connections among the various parties interacting within it, and shared their historical and current knowledge and insights about overall WBG operations. We also express our thanks to the CODE Secretariat and other Secretariat staff for helping identify and provide needed documentation and data as well as for their support in arranging meetings, interviews, and travel and accommodations throughout the review process. We especially thank Sandra Andrews for her exceptional logistical support and for accommodating all our last minute hotel and travel arrangements with a smile. We also thank Mary Jane Maxwell for her acuity and diligent research assistance.

Finally, our thanks go to our three peer reviewers for the critically useful feedback and insights they provided. The peer reviewers are **Johannes Linn**, Senior Resident Scholar, Emerging Markets Forum Non-resident Senior Fellow, The Brookings Institution, former Vice President of the WBG; **Nancy MacPherson**, Managing Director, Evaluation, The Rockefeller Foundation; and **Rakesh Nangia**, Evaluator General (Vice President) of AfDB, IDEV, formerly Director of Strategy and Operations, Human Development Network, WB.

Heather B. Weiss, Saraswathi Menon, and Andrei Bougrov

# EXECUTIVE SUMMARY

1. The Committee on Development Effectiveness (CODE) of the World Bank Group (WBG) commissioned the Independent Panel to conduct an external review of the Independent Evaluation Group (IEG). Per its terms of reference, the Panel was asked to identify IEG's main strengths and areas where improvement is necessary as well as to examine ways to enhance IEG's impact and strengthen its role as an independent evaluator of the WBG's work.

2. This review comes at a key time. **The WBG is rapidly changing** and is in the midst of a reorganization aimed to adapt and best position itself in a shifting development landscape. These changes heighten the role and importance of independent evaluation and challenge IEG to adapt and evolve as well. **We see real readiness for change.** There is demand in WBG management for the right information, knowledge and evidence to make development as effective as possible. CODE and the Board are asking for a more strategic approach to learning and knowledge sharing accompanied by pertinent information and evidence for accountability and decision making. IEG is eager to adapt, improve and remain a leader in the global evaluation field.

3. **IEG is an essential corporate asset and safeguard and a vitally important global public good. It should remain an independent unit within the WBG.** IEG helps ensure the WBG's accountability and promotes learning by addressing questions about whether the WBG is doing things right and doing the right things. In this way it informs the formulation of WBG directions, policies, procedures, and strategies.

4. The Panel's review shows that while **IEG is evolving and is at the beginning of a period of innovation and renewal, it is critically important that IEG make more substantial changes and develop a more comprehensive renewal strategy.** The WBG should ensure that IEG has the governance, accountability, feedback, and other supports necessary to ensure its quality, utility and strong performance in service of the WBG and the wider development community's development goals.

5. The Panel examined IEG within the larger WBG system of CODE, the Board, and Management and staff within which it operates. We found many ways in which IEG and its relationships and related processes within this system could be improved to substantially strengthen its essential contributions to learning and accountability. Many parts of this system are broken. As a result, the WBG does not have the robust cycles of learning, course corrections, continuous improvement and accountability necessary

for progress towards achieving key development goals. IEG alone cannot change the larger WBG system and processes. **We find that the WBG needs an overarching evaluation policy and stronger CODE oversight of IEG** to enhance learning and accountability.

6. We find that **IEG's interpretation of independence leads to isolation and that more strategic engagement with management, CODE, the Board, and the broader development community is needed** to increase IEG's effectiveness and the utilization of its work. Overall, IEG does not pay sufficient attention to utilization and this limits the effectiveness and impact of its work for both learning and accountability. IEG has also narrowed its work on M&E and capacity development at a time when there is both increased demand for it and new opportunities to partner with client countries and other development partners around it.

7. We find that **most of the areas where IEG's work could be strengthened have been noted in past evaluations** but that the accompanying recommendations have not been implemented. In light of this, we propose a set of eight actionable and mutually-reinforcing recommendations that together address many of the perennial problems that we have identified in IEG and in the broader system.

8. The following **recommendations**, if enacted, **will powerfully reposition and renew IEG** so that it strengthens its contributions to a dynamic evaluation system and reinforces learning, continuous improvement and accountability within the WBG in service of achieving its twin corporate goals. **This review, like all evaluations, should be the beginning of a robust conversation that leads to concrete, forward-looking steps.** It is our intention that our review will spark real dialogue about what needs to change, how to do it, and the cycles of learning and accountability that follow. With this objective in mind, we present an array of findings and propose a set of eight actionable and mutually-reinforcing recommendations.

**1. The Independent Evaluation Group should remain an independent unit within the WBG with both clear accountability and learning responsibilities.**

**2. Regular independent external reviews of IEG should be conducted every five years.**

3. A single five-year non-renewable term for the Director General of IEG should be put in place, with no possibility of entry or re-entry into the Bank Group.
4. The WBG should develop an institution-wide, principle-based living evaluation policy; establish Terms of Reference for IEG; IEG should develop a 4-5 year strategy.
5. CODE's oversight functions should be strengthened.
6. The quality, relevance, usefulness, credibility and influence of IEG's work should be enhanced.
7. The process for major, thematic and sectoral evaluations should be adjusted.
8. IEG's work should be broadened to build M&E capacity in client countries, in partnership with the WBG, other MDBs, development organizations and the countries themselves.

# I. INTRODUCTION

9. The External Panel was asked by the Committee on Development Effectiveness (CODE) of the World Bank Group (WBG) Board, to conduct an independent assessment of the Independent Evaluation Group (IEG) of the WBG. **This is the first comprehensive independent review of the Bank’s internal evaluation group since its founding in the 1970s, and it comes at an opportune time.**

10. **We have conducted this review in the context of a rapidly changing World Bank which has adapted its strategic directions in significant ways to take into account the perpetual shifts in the development landscape.** The Bank itself is evolving in order to reach its twin corporate goals—to end extreme poverty and promote shared prosperity. It is implicit that progress toward the twin goals “demands a new form of problem-solving engagement by the WBG,” one that moves to “a development solutions culture.”<sup>1</sup> This new form of problem-solving requires an adjustment in the way the WBG conducts its business and in the way it is organized. Questions such as “what do users need?” and “is there a system in place to meet those needs?” are being asked throughout the development community. There has been a seismic shift toward learning from experience and fostering the generation and exchange of knowledge about what works.<sup>2</sup> **This new emphasis on learning, knowledge sharing and solutions has a particularly far-reaching impact on IEG as it addresses the significant challenge of appropriately balancing accountability and learning. This greater emphasis on learning requires a reframing of IEG’s work and role in the broader institutional architecture.**

11. **We see real readiness for change.** There is demand in WBG management for the right information, knowledge and evidence to make development as effective as possible. CODE and the Board are asking for a more strategic approach to learning and knowledge sharing accompanied by pertinent information and evidence for accountability and decision making. IEG is eager to adapt, improve and remain a leader in the global evaluation field. **It is an opportune time to undertake the changes we recommend in this report.**

12. We undertook our review within the spirit put forth in our terms of reference from the CODE. Those terms stated that our review should assess IEG’s strategic direction, effectiveness, utility, credibility, quality, and independence and provide suggestions and recommendations to enhance

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<sup>1</sup> *World Bank Group Strategy*, (September 18, 2013, DC2013-0009).

<sup>2</sup> *Ibid.*

IEG's impact and strengthen its role as an independent evaluator of the WBG's work. Hence, we pay particular attention to questions about the extent to which IEG's work is aligned with the institution's recent reorganization and is contributing to the WBG's strategic priorities.

13. We address IEG's role and contributions from the perspectives of single- and double-loop learning—where single-loop learning is an organizational learning process that involves changing methods and improving efficiency to reach stated objectives (i.e. doing things right); and where double-loop learning is an organizational learning process that questions underlying policies or the objectives themselves (i.e. “doing the right things”).<sup>3</sup> We asked, “Is IEG doing things right?” and, importantly, “Is IEG doing the right things?” from two core perspectives: (a) with respect to IEG's own internal processes and (b) with respect to IEG's role in contributing key information to address single and double loop questions within the WBG-wide learning and knowledge system and processes framework. From the outset, by creating an independent evaluation unit reporting not to management but to the Board, the expectation was that IEG would be in a position to provide information to address not only single but double loop questions of policy and direction—to speak truth to power. So our review asks whether and the extent to which IEG is applying an internal organizational learning process that utilizes knowledge to improve and identify and correct problems within itself, and whether concurrently IEG is doing things right and doing the right things in order to maximize its contributions to the WBG's learning and knowledge framework. All of our findings cascade from this.

14. Our terms of reference and our initial interviews also made it clear that in order to assess IEG's work, its own efforts at improvement and its added value to the WBG, it was necessary to look at IEG within the larger, interdependent system in which it operates, including across core institutional processes around learning and accountability. As the OECD-DAC Framework for Assessment notes, *The utility of evaluations is only partly under the control of the evaluators, and is also critically a function of the interests of managers, and member countries through their participation on governing bodies, in commissioning, receiving and using evaluations.*<sup>4</sup> We would add that the utility of evaluations is also in part tied to the learning and knowledge architecture of the respective institution. In the case of the WBG, that architecture is still shifting and evolving and that needs to be a part of the equation.

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## Single- & Double-Loop Learning

Single-loop learning can be compared with a thermostat that learns when it is too hot or too cold and then turns the heat on or off. The thermostat is able to perform this task because it can receive information (the temperature of the room) and therefore take corrective action.

If the thermostat could question itself about whether it should be set at 68 degrees, it would be capable of not only detecting error but of questioning the underlying policies and goals as well as its own program. That is a second and more comprehensive inquiry; hence it might be called **double-loop learning**.

*Double Loop Learning in Organizations, Chris Argyris, Harvard Business Review*

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<sup>3</sup> Double Loop Learning in Organizations, Chris Argyris, Harvard Business Review, 1977.

<sup>4</sup> OECD DAC network on development evaluation: evaluating development co-operation; summary of key norms and standards.

15. At CODE's request, we have paid particular attention to recent changes underway within IEG. We have discovered some important adjustments that are beginning within IEG, and in its relationship with others in the WBG system, and they are evident in our report. We encourage IEG to continue these and their other efforts to improve and renew their work. Our findings are presented in the spirit of our TOR's: to identify IEG's strengths and areas for improvement and it is our intention that our recommendations will contribute to this continuing renewal.

16. As Robert Picciotto, Director-General of OED [IEG] from 1992-2002, wrote in 2003 at the 30 year anniversary of IEG's founding, "periodic renewals that address all three aspects of learning are needed both for the World Bank and for its evaluation function. Thus, the history of OED's [IEG's] renewal is the history of its own capacity to learn, first to adapt to the external and internal operating environment; second, to identify new evaluation priorities; and third, to put in place the programs, skills, and processes needed to implement them."<sup>5</sup> This is as true today as it was then.

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<sup>5</sup> The World Bank Operations Department: The First 30 Years, 2003.

# II. CONTEXT AND FINDINGS

17. When the World Bank established its evaluation unit in the 1970s, it made the pioneering choice not only to have such a unit inside the Bank, but to situate it so that it was independent of WBG management and reported directly to the WBG Board. The Operations Evaluation Department (OED), as IEG was first called, was the first independent evaluation unit charged with regularly and transparently assessing and providing feedback on a multilateral bank's performance in achieving its development goals. Arguing that it was important to learn from success and failure, and that an independent unit within the WBG was best suited to do this, then-WBG President Robert S. McNamara established and positioned OED to ensure that its review, validation and evaluation functions would have credibility and enable the evaluators to provide ongoing, transparent and unbiased findings and information about the institution's performance for management, the Board, and stakeholders and partners in development.

18. The OED thus set the precedent for the basic model of independent evaluation adopted by the other multilateral development banks (MDBs) and it subsequently led the effort to establish the Evaluation Cooperation Group (ECG), an MDB organization that created performance standards for independent evaluation units and continues to promote harmonized evaluation work, capacity development partnerships, and the sharing of lessons from its work. The OED, now known as the Independent Evaluation Group, is the oldest and one of the largest global evaluation organizations. Its strong record of accomplishments, as well as its outreach and evaluation capacity development efforts, put the importance of and findings from evaluation into the public domain. Its work has catalyzed growth in development evaluation and accountability globally. **The Panel finds that the Independent Evaluation Group is widely regarded as an essential corporate asset, safeguard and a vitally important global public good. We recommend that IEG remain a unit within the World Bank Group with clear accountability and learning responsibilities.**

19. Independence is the basis for the credibility and impact of IEG's work. The Panel has measured IEG's independence as it is now defined and operationalized against the good practice standards for independence outlined in the Development Assistance Committee (DAC), of the Organization for Economic Cooperation and Development (OECD) as well



as of the Evaluation Cooperation Group's "Big Book on Evaluation Good Practice Standards." We find that IEG meets the independence criteria established by the global evaluation community: it demonstrates strong organizational and behavioral independence; it is protected from outside interference and avoids conflicts of interest. The WBG respects and supports IEG's independence as critical for both IEG's as well as the WBG's credibility and impact.

20. IEG regularly and transparently performs two critically important and interrelated functions for the Bank Group system (including Board, management and staff), and for its global clients, governments and other partners in development, such as beneficiaries, non-governmental organizations, civil society and the broader public. IEG reviews and validates WBG performance for internal and external accountability through the Corporate Scorecard and it evaluates and provides feedback on key aspects of the WBG's strategy and work. Feedback supports learning and follow-up supports accountability, and as Robert Picciotto, former Director-General of OED put it, "they are two sides of the same coin."<sup>6</sup>

21. The key challenge for the Bank and IEG is to turn the coin on its edge to create the recurring cycles of learning, course corrections, accountability and continuous improvement necessary for the WBG and its partners to achieve their development goals. As its predecessor, the OED did in the late 1990s to refresh and strengthen independent evaluation within the WBG, IEG is beginning to evolve, adapt, innovate and undertake a series of major renewals in light of changes in its own Bank and global operating context. These include changes in the WBG's operating environment and in its strategy; in partner country M&E systems and the related demand for evaluation capacity development assistance; and in approaches for positioning evaluation to better assess and support complex, long-term change strategies with ambitious goals, like those of the WBG.

22. The WBG's new strategy repositions it to respond to major shifts in its operating environment, including the rapidly evolving global order, new regional and international relationships, the increasingly complex global aid architecture, and significant questions about the Multilateral Development Banks' aid effectiveness.<sup>7</sup> The WBG's strategy focuses on achieving the twin goals of ending extreme poverty and promoting shared prosperity in a sustainable manner. It centers on knowledge creation and on working inclusively and responsively with shareholders, client countries, development partners, the private sector, civil society, and beneficiaries, particularly those living in poverty.

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**"From its inception, OED has been an ongoing experiment. ...The hope was to build an evaluation system that would act as a simple scorecard measuring Bank accomplishments, provide deeper feedback to improve organizational learning, and develop a more profound assessment of the Bank's contribution to development as a way of improving performance on the ground."**

*The World Bank Operations Department: The First 30 Years*

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**"Stagnant and insular organizations do not make use of evaluation. Open, adaptive organizations do."**

*Source: Robert Picciotto in The World Bank Operations Department: The First 30 Years, 2003, p 62.*

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<sup>6</sup> The World Bank Operations Department: *The First 30 Years*, 2003, Picciotto, p.6.

<sup>7</sup> *Multilateral aid for the 21st Century*, African Development Bank website. <http://www.afdb.org/en/blogs/afdb-president-this-is-africas-hour/post/multilateral-aid-for-the-21st-century-12304/> and Angus Deaton, *The Great Escape*, Princeton University Press, Princeton: N.J. 2013

23. The success of the Bank’s strategy depends heavily on creating a results-oriented culture of learning within the WBG, and on the steady flow and use of high-quality, timely and context-sensitive self and independent evaluation evidence about what does and does not work for cycles of course corrections, continuous improvement and accountability across the larger Bank system, including the Board and its Committee on Development Effectiveness. CODE, the Board and management require these flows of evidence, including those from independent evaluations, to address both single-loop questions about the success of projects and country strategies, as well as double-loop questions about whether the core elements of the WBG’s overall new strategy are the right ones to achieve its twin goals. **We find that to get the full benefit of independent evaluation in light of the new strategy, it is important for WBG management and IEG with support from CODE and the Board, to design, build and continue to strengthen an overarching evaluation, learning and accountability policy and system. This system would be designed to better enable IEG, the WBG, CODE and the Board to play their respective roles in the cycles of learning, course corrections, accountability and continuous improvement necessary to achieve the twin goals. It would also specify the key ways in which Management enhances and incentivizes staff learning and the creation, application, and sharing of independent evaluation knowledge.**

24. Another important context change with implications for IEG is the growing capacity and demand for M&E and for evaluation capacity development assistance in and with partner countries and other development organizations. The increased demand for evaluation and evaluation evidence is creating new opportunities for the WBG and IEG to increase their support for country and regional capacity development work that simultaneously contributes to better assessment of the WBG’s performance, strengthens IEG’s evaluations, creates peer-to-peer and south-to-south learning, and supports the inclusion and accountability essential for countries to achieve their development goals. The demand for M&E and evaluation evidence also creates opportunities to get beneficiary input and feedback, to increase utilization of evaluation findings by citizens and government and to create public conversation around important findings.<sup>8</sup>

25. The WBG and IEG have global scope and reach. They are creators, aggregators, curators and stewards of knowledge, at a time when these roles are needed more than ever. The Bank and IEG have unprecedented opportunities to share their knowledge and to create interaction around it through digital media and other means. IEG’s recent evaluation of the Bank’s country strategy in Afghanistan is an important example of seizing such opportunities. **An evaluation report is the beginning, not the end of the process.** The process itself sets up expectations for utilization, learning,

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“Performance and Learning Reviews will identify and capture lessons; determine midcourse corrections, end-of-cycle learning, and accountability; and help build the WBG’s knowledge base, including effective approaches for integrating inclusion and sustainability dimensions (including gender and environmental sustainability) into SCD and CPF.”

Source. World Bank Group Strategy, Sept. 18, 2013, p. iv.

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“Invest in the development and application of innovative new methods and tools for evaluation and monitoring that reflect multidisciplinary and systems approaches to problems and complexity; invest in methods that assess network effectiveness and policy change; and use and adapt new technology to enable stakeholders to provide close to real-time data and feedback.”

Source. Rodin and MacPherson, pg. 13

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<sup>8</sup> See Whittle, Dennis, How Feedback Loops Can Improve Aid (and Maybe Governance) Center for Global Development, August 2013.

accountability and change within the Bank and among its external partners and beneficiaries. The evaluation sparks the real dialogue about what needs to change and how to do it, and the cycles of learning and accountability that follow.

26. There is a great deal of innovative thinking and testing of new approaches for evaluation now transpiring in the global development and philanthropy arenas, creating important opportunities for IEG to share its work and to learn from others. In our interviews, a number of people noted that the evaluation community and associated professions are embracing new approaches that provide virtually real-time feedback to generate continuous improvement, support course corrections, and harvest lessons from failure. They are also using big data and geomapping in innovative ways and are trying more developmental- and utilization-focused approaches.

27. Evaluators are also testing out new approaches that involve greater participation of stakeholders, including beneficiaries; developing new approaches to evaluate complex, long-term change initiatives and strategies with ambitious goals; embedding cycles of single and double-loop feedback and learning for course corrections; and investing in collaborative efforts to understand what works in different contexts.<sup>9</sup> Grappling with the recognition that foundations need to recognize and engage with the complexity and uncertainty surrounding their work, new evaluation thinking increasingly argues for learning as a strategy.

28. While we find a number of important ways in which IEG is adapting and innovating as a result of the above changes in their operating context, nonetheless, our review found **that there are many perennial and unaddressed issues around the quality, effectiveness and impact of IEG's work within the WBG. These issues have been identified and presented in past evaluations of IEG, including in IEG's own self-evaluations and client surveys, as well in the evaluations of other MDBs' independent evaluation units** (see Tables 1 and 2).

<sup>9</sup> Patrizi, Thompson, Coffman, Julia, and Beer, *Eyes Wide Open: Learning As Strategy Under Conditions of Complexity and Uncertainty*, Foundation, Review, Vol. 5, No. 3, 2013.; Wales, Jane and Rodin, Judith and MacPherson, *Advancing Evaluation Practices in Philanthropy*, Stanford Wales; Whittle, *How Feedback Loops Can Improve Aid (and Maybe Governance)*, Center for Global Development, Washington, D.C. , August 2013; Bryk, A.S., Gomez, L.M., Grunow, *Getting Ideas intoAction: Building Networked Improvement Communities in Education*, Carnegie Perspectives, 2010.

“The evaluation sparks the real dialogue about what needs to change and how to do it, and the cycles of learning and accountability that follow

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“The WBG has set the ambitious target of 100% citizen engagement in projects with clearly identifiable beneficiaries. IEG built greater participation and inclusion and efforts to get their findings into the government and public conversation into their FY 13 IEG Afghanistan Country Program Evaluation. They used mobile phone technology to gather feedback on health and education services bringing beneficiary voice and views into the evaluation and providing the evaluation team unique insight into the country situation. Several aid agencies were doing parallel evaluations and they took the lessons from their and IEG's work back to the study region to integrate into strategies for Afghanistan's 2014 transition.”

Source. *IEG Annual Report, 2013*, pg.5 and *IEG What Works blog*, *Whose Voices Count*, January 27, 2015

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**Table 1. Comparison of the major relevant recommendations from independent evaluations of other major evaluating units of multilateral institutions and organizations**

Recommendations from Independent External Reviews	Prior IEG Independent Recommendations	AfDB 2005 and 2012	ADB 2008 and 2011	IADB 2011	UN 2014	IMF 2013
Foster system-wide collaborative learning among evaluating unit. Board/CODE, and Management/Staff	X	X	X	X	X	X
Foster more meaningful partnerships with relevant stakeholders	X	X	X	X		
Regular independent review of evaluating unit’s work	X		X			
Non-renewing five year term for the Director-General	X		X		X	
Strengthen Board/CODE’s (or its equivalent) oversight and accountability function	X	X		X		X
Improve quality and timeliness of products	X	X		X		
More emphasis on capacity development	X	X		X	X	

29. Our recommendations call for the same changes that past evaluations have: increased emphasis on learning; improvements in the quality, timing, volume, length, and utility of IEG evaluations; deeper engagement with external experts and stakeholders; more and better strategic engagement with management; more attention to capacity development; the need for regular independent reviews of IEG; clarity on the Director General’s term; and more CODE oversight of the independent evaluation unit. Our analysis of the green sheets summarizing CODE’s discussions of IEG’s work plans from 2010-2015 shows similar themes and requests. These include the need for IEG to be flexible and responsive to Board requests; to align its work program with the WBG’s evolving strategy; to give consideration to the timing and sequencing of evaluations; to work collaboratively with management; and to focus more strongly on learning.

**Table 2. Key recommendations from previous independent and self-evaluations and reviews with continuing implications for IEG and the evaluation system**

Recommendation	2004 Report of the External Review of IEG and DGO Mandate	2009 Repowering the World Bank for the 21st Century	2011 External Review of the Oversight and Accountability Units of the WB	2011 IEG Self-Evaluation
Deeper engagement with external experts and stakeholders	X	X	X	X
Increase emphasis on learning	X		X	X
Improve methodologies and learn new methodologies from peers	X		X	X
Reduce number of project evaluations	X		X	X
More independent external reviews of IEG		X	X	X
Broaden definition of independence for greater engagement with management	X			X
More ex ante evaluations	X			X
Develop short, distilled comparative lessons learned that are easily accessible on the IEG website			X	X
Greater attention to development evaluation capacity	X		X	
Strengthen CODE's (or its equivalent) oversight and accountability function		X	X	
Create a balance of internal WBG staff with external staff		X	X	
Cooperate with other oversight and accountability units of the WBG in scoping and developing a framework for cooperation			X	

30. The perennial nature of the problems in the WBG and across the MDBs illustrate the importance of making the changes necessary to strengthen IEG and increase the impact, utility and effectiveness of its work. While IEG is beginning to make changes that address some of these longstanding issues, we will recommend that it is critically important for IEG to develop a renewal strategy and plan to make increasingly substantial changes. This review provides a baseline for subsequent IEG self-evaluation and future independent reviews to assess progress on key issues.

“ The perennial nature of the problems in the WBG and across the MDBs illustrate the importance of making the changes necessary to strengthen IEG

31. Many of those we interviewed in different stakeholder groups said that IEG puts more emphasis on its accountability than on its learning role. Intermixed with IEG's isolation and its operationalization of independence, they claim this undermines its organizational effectiveness and limits its contributions to efforts to build a learning culture within the Bank. The most recent (2014) IEG Client Perception Survey confirms this in its question concerning the proper balance between learning and accountability. While those surveyed said the balance should be even, the evidence shows a gap tilting toward accountability at the expense of learning. As the Topline report (2015) on the 2014 survey indicates, there is a strong sense across groups that IEG's emphasis should be equally split between learning and accountability; the emphasis gap has widened among staff since 2012.<sup>10</sup>

32. It is noteworthy that the mandate for IEG, which is the mandate for the Director General, does not contain the word learning, although learning was and is underscored regularly in materials about OED's and now IEG's role and work within the Bank. Each of the review frameworks that the Panel consulted (those of the ECG, OECD-DAC, and IEG's framework for its meta-analysis of its evaluations) underscores the importance of utilization and support for learning, as do the Panel's terms of reference. In our interviews across different stakeholder groups we heard repeatedly that IEG work does not enable learning. It was described as a supply-driven production line producing too many obsolete products – overly long and outdated evaluation reports – for which there is little demand or attention paid to users and uses. In our examination of the core processes through which IEG's evaluations flow to CODE and into the Management Action Record, as well as in our analysis of IEG's results framework and other key documents, we found that that IEG has a product mindset with insufficient attention paid to how it can increase the likelihood that its evaluation reports will be used for WBG learning, course corrections, continuous improvement and accountability.

33. The Panel also finds that IEG's application of independence has lessened its effectiveness. We often heard that in IEG's case, independence manifests itself as isolation and as an obstacle to effective engagement with management. A number of those interviewed stressed that the effectiveness and capacity of an independent evaluation unit to influence and bring about change requires strategic engagement and a close, but uncompromised, relationship with management and staff. IEG's isolation and interpretation of independence has created tense and formalized relationships, too much focus on process, and on overdependence on the quality of human dynamics and interactions.

34. As most recognize, the job of an evaluator is not an easy one and any evaluation process inevitably creates tensions. These tensions and the

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**“Independence alongside the engagement or inclusion of stakeholders rather than isolation is increasingly seen as critical for credibility, trust and transparency of the United Nations systems evaluation function.”**

*Source: Analysis of the Evaluative Function in the United Nations System, Joint Inspection Unit of the United Nations, Geneva:2014, p.34.*

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**“ It is noteworthy that the mandate for IEG, which is the mandate for the Director General, does not contain the word learning**

<sup>10</sup> IEG's 2014 Client Surveys, Topline Report of Key Findings, January 2015, p. 25.

problems involved in dealing with them are heightened by the concern of those involved not to compromise or be seen to compromise IEG's independence. Independent evaluations of other MDBs have found similar issues, and we share the view that this complex issue needs to be addressed to create better relationships among IEG, WBG management and staff,<sup>11</sup> and CODE. The Panel acknowledges the complexity of finding the right balance between independence and engagement and cooperation with WBG management and staff, and CODE and the Board. However, we find that it is important for the effectiveness and utilization of IEG's work that more uncompromised and strategic engagement with management, CODE, the Board, and others in the learning system be developed.

35. This said, as we noted in our introduction to the report, to holistically assess IEG's work, its own efforts at improvement, and its added value to the WBG, it is necessary to look at IEG within the larger, interdependent system in which it operates, including core institutional processes around learning and accountability. We find that the current overall system and processes are broken. They do not support a mindset of learning, course correction, continuous improvement and accountability. Nor do they create the cycles of learning and accountability necessary to make progress toward key development goals—let alone achieve them. Learning is not prioritized, accountability is mechanical and does not support necessary learning or continuous improvement, and while there is some single-loop learning (are we doing it right?), there is less discussion of the critically important double-loop questions about whether or not the Bank is doing the right things to reach their goals. Therefore, in this report's subsequent section with our recommendations, we propose some major changes to the overall system.

36. IEG alone cannot change larger Bank systems and processes, but it is making some important changes that strengthen its contributions to both single and double loop learning, and potentially to the larger process of course corrections, continuous improvement and accountability. These changes, evident for example in recent IEG blogs, work plans, approach papers and evaluations, are steps in the right direction. They have the potential to strengthen IEG and build momentum to push forward other major changes that address and correct some of the perennial issues that limit IEG's effectiveness. These changes, some of which are described below, indicate that IEG is aligning with the new strategy in ways that will provide some of the single and double-loop evaluation information necessary for the cycle of learning, course corrections and accountability across the WBG system. Some of the changes underway also indicate that IEG is building and putting in place its own single- and double-loop learning in order to strengthen its own work and contributions to the Bank.

“ We find that the current overall system and processes are broken. They do not support a mindset of learning, course correction, continuous improvement and accountability

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<sup>11</sup> José Antonio Ocampo, Stephen Pickford, and Cyrus Rustomjee, External Evaluation of the Independent Evaluation Office; Report of the Panel Convened by the IMF Executive Board, January 2013

37. IEG has begun to align its work with the WBG strategy in order to provide timelier, strategic, selective, and useful information to the WBG. They are focusing some of their thematic and sector evaluations around three leading indicators: i) inclusive growth, ii) sustained service delivery for the poor, and iii) environmental sustainability—which they suggest will provide early indications of progress toward achievement of the twin goals. IEG and Management worked together to develop the template for assessing the new Country Partnership Frameworks, ensuring that they incentivized course corrections.

38. They are launching a new and timely evaluation (Report on Self-Evaluation Systems or “ROSES”) that for the first time examines the entire WBG self-evaluation architecture, and that will provide information for course corrections and continuous improvement. IEG is building extensive stakeholder participatory activities into this evaluation as part of data collection and outreach and to ensure stakeholders learn from the results, and use them, too. The report states, “[b]y sharing information and consulting frequently with the evaluatees, the evaluation aims to both tap into the extensive tacit knowledge of stakeholders and to make sure that the recommendations are implemented through the desire to improve and not through carrot and stick approaches.”<sup>12</sup>

39. This is also a good example of building iterative and reflective learning into the process of a very important evaluation, rather than of waiting until the end to discuss the results and their implications. Improving the self-evaluation system is key for the success of WBG’s new strategy and for strengthening the basis for IEG’s validation and review--and thereby its contribution to the Corporate Scorecard. The ROSES evaluation results will be available in early 2016. If the results are shared within a shared-learning mindset, they will create useful conversations with Management and CODE about what is and is not working, and should generate course corrections supporting continuous improvement.

40. IEG has also developed a long and thick strand of work examining learning within the WBG and is engaging with Management to address some of the problems it discovered in the process of carrying out the Learning and Results evaluations; IEG is working with Management to find solutions. The recent Learning and Results in World Bank Operations: Toward a New Learning Strategy - Evaluation 2 noted that in the course of interviews with staff to collect data, IEG discovered that the 2005 policy shift IEG introduced with split ratings, as an incentive for early restructuring, did not have the intended effect. This concern over a negative rating for course corrections came up repeatedly in our interviews with staff across the WBG. IEG and staff met together to discuss solutions at IEG’s recent Design Lab.

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<sup>12</sup> *Report on Self-Evaluation (ROSES) 2016, an IEG Approach Paper*, p. 16



41. The Panel endorses these changes and will suggest additional changes in the recommendations, with accompanying findings that follow. IEG's continuing renewal requires the commitment to and the creation of a WBG-wide learning and accountability system that includes IEG, along with other WBG groups that provide knowledge services, plus CODE and the Board. As we stated at the outset, our interviews and conversations with all of the major stakeholders, IEG, Management, CODE and the Board, indicate there is now readiness for the major changes we recommend.

42. The Panel's first recommendation is: The Independent Evaluation Group is a critically important corporate asset, safeguard and a global public good that should remain an independent unit within the WBG, with both clear accountability and learning responsibilities. The WBG should ensure that IEG has the governance, accountability, feedback and other supports necessary to ensure and increase its utility and engagement inside and outside the Bank, and ensure its strong performance in service to the WBG and the wider development community's development goals.

“ The WBG should ensure that IEG has the governance, accountability, feedback and other supports necessary to ensure and increase its utility and engagement inside and outside the Bank

# III. RECOMMENDATIONS

43. We propose a set of eight actionable and mutually-reinforcing recommendations that together address many of the perennial problems we have identified in IEG and the broader system. These recommendations, if enacted, will vigorously reposition IEG so it contributes to a robust learning, accountability and evaluation system within the World Bank Group to support the institution in the achievement of its development goals.

## RECOMMENDATION 1.

**The Independent Evaluation Group should remain an independent unit within the World Bank Group with both clear accountability and learning responsibilities.**

44. IEG's position and its role within the WBG guarantee a steady flow of performance data, ratings, and evaluation from a group with deep knowledge of the WBG for the institution's stakeholders, including the Boards, management and the broader global development community. IEG's independence and transparency safeguard its credibility and thereby contribute to the WBG's overall credibility, accountability, and transparency.

45. As our review and subsequent recommendations note, the WBG should ensure that IEG has the governance, accountability, feedback and other supports necessary to ensure quality, increase its utility and engagement inside and outside the Bank, and sustain its strong performance in service to the Bank Group and the wider development community's development goals.

## RECOMMENDATION 2.

**Regular independent external reviews of IEG should be conducted every five years**

46. Regular comprehensive independent and external reviews of evaluation units is a good practice standard among the MDB's for accountability, learning and continuous-improvement purposes. **The Panel recommends that regular, independent and external reviews of IEG every five years be implemented.** Ideally, the review would be done in the first year of an incoming Director General's term in order to provide CODE and the new DGE with information about IEG's strengths and areas for improvement as

well as with specific suggestions and recommendations for consideration. The process of determining the terms of reference for the review at the start of a new term would also be helpful in surfacing CODE’s questions, aspirations and expectations for the new DGE’s term.

47. The Panel’s 2015 Review is the first overall independent evaluation of IEG. The 2004 *External Review of the Bank’s Evaluation Function and DGO’s Mandate* was a limited review that primarily focused on the recruitment process for the next Director General. There have been two other independent evaluations of IEG. The first analyzed IEG in the context of the WBG’s overall governance (2009) and the second was part of a larger review of the oversight and accountability units of the WBG (2011). Table 3 shows IEG’s history of independent and self-evaluations.

**Table 3. History of IEG/OED independent and self-evaluations since OED’s establishment in 1973**

Independent External Evaluations	IEG Self-Evaluations
<p>2004 <i>Independent External Evaluation</i> delivered a limited review that focused on the DGO’s Mandate.</p> <p>2009 <i>Repowering the World Bank for the 21st Century</i> assessed the WBG’s governance in general, including its relationship with IEG.</p> <p>2011 <i>External Review of the Oversight and Accountability Units of the World Bank</i> evaluated all five of the safety-net units of the Bank (the “5 Is”) of which IEG was one.</p>	<p>2003 <i>The First Thirty Years</i> provided a comprehensive review of OED since its inception and offered multiple views on perennial issues and key contributions as well as recommendations for the future of OED.</p> <p>2011 <i>Self-Evaluation of the Independent Evaluation Group</i> assessed IEG’s scope, structure and effectiveness against the other MDBs and developed a set of actions to take in the short, medium, and long term.</p> <p>2011, 2012, 2014 <i>Client Surveys</i> asked a limited set of questions to determine client satisfaction; participation rate was 12 % in 2012 and 15% in 2014.</p>

48. Regular independent evaluations of an evaluation unit is a good practice standard among the MDBs (See Table 4 below). Independent external evaluation is necessary for the credibility of the evaluation unit, as the Director General noted in her blog entry, “Who Evaluates the Evaluators?” In welcoming this independent evaluation, she reminded her readers, “evaluators must also be willing to be assessed if they’re to be credible.”<sup>13</sup> In addition to its accountability function, independent reviews provide an evaluation unit with feedback, new ideas and new ways of thinking about their overall role, strategy and processes within their organization. As an important part of the World Bank Group system that emphasizes learning and improvement, IEG, too, needs to be supported in its own continuous learning and improvement.

<sup>13</sup> IEG #WhatWorks Blog. Caroline Heider, Wednesday, May 7, 2014.

**Table 4. Dates of Independent External Reviews and Comprehensive Self-Evaluations of the MDBs**

Evaluating Unit and Year Established	Comprehensive Self-Evaluations	Independent External Reviews
IEG (1973)	2011	2004
African Development Bank (1980)	2012	2005
Asian Development Bank (1978)	2011	2008
Inter-American Development Bank (1999)	2010	2011
IMF (2001)	2010	2011
European Bank for Reconstruction and Development 1991 (independent 2005)	2011	

49. The ECG has put forward (in a working document) a “peer review” in its Big Book of Evaluation Good Practice Standards as one recommended means for evaluating the MDBs. The ECG states that peer reviews of its members should be carried out “in principle once in every five years.”<sup>14</sup> It also specifies the role of independent evaluation experts, such as this Panel, in the Review Framework it has constructed for the ECG evaluation process of its Multilateral Development Bank members.<sup>15</sup> This framework is similar to OECD DAC’s Framework for Assessment and it, with the U.N. Evaluation Group’s Norms and Standards for Evaluation in the U.N. system, form the solid basis this Panel has used to guide this independent review.

### **RECOMMENDATION 3.**

#### **A single five year non-renewable term for the Director General of IEG should be put in place, with no possibility of entry or re-entry into the Bank Group**

50. A single five-year non-renewable term is key to ensuring the independence and quality of IEG. New leadership allows for diversity, continued innovation and fresh ideas to flourish, and maintains the yield of the head of the evaluation unit to its maximum capacity. Many MDBs and international development organizations are moving toward a five- or six-year non-renewable term, viewing this as a standard best practice that should run across all MDBs and other development organizations. **The Panel recommends CODE consider limiting IEG’s Director General’s term to one non-renewable five-year term with no possibility of entry or re-entry into the WBG.**

<sup>14</sup> “Review Framework for the Evaluation Function in Multilateral Development Banks,” *Big Book on Evaluation*. March 2009, p. 5

<sup>15</sup> *Ibid.*, Under 5.3, “The Actors,” The ECD spells out that the Review Panel implies by definition “the heads of ECG members or independent evaluation experts (Independent Peers).” p. 7.

51. Limiting the term of IEG’s Director General is not a new recommendation but it remains key to ensuring the independence and quality of IEG. The *2011 External Review of the Oversight and Accountability Units of the World Bank Group* recommended that the Board of Executive Directors consider limiting IEG’s Director General’s to one, non-renewable term of five or six years.<sup>16</sup> The report notes that renewing the tenure of IEG’s Director General could compromise his/her independence. This follows the logic that IEG’s Director General is ineligible for appointment or reappointment in the WBG’s staff and can only be appointed, renewed or removed by the Board of Executive Directors. The possibility of term extensions can create tension with IEG’s key attribute of institutional and operational independence as the Director General could be tempted to satisfy requests from Executive Directors who might influence his/her chances of reappointment.

52. As Table 5 below indicates, several MDBs and development organizations, already limit the term of their Evaluation Unit’s Head to a non-renewable appointment. This shift to limit the tenure of Evaluation Unit Heads to a non-renewable term is occurring because five to six years is generally considered to be sufficient time to develop and implement a strategy, and that an extended period beyond that tends to yield marginal benefits. Many also argue that new leadership allows for diversity and continued innovation and incentivizes fresh ideas to flourish. Some suggest that a five- or six-year non-renewable term should be the standard best practice across all development organizations.

**Table 5. Tenure of Heads of MDB’s Independent Evaluation Units**

Evaluating Unit’s Institution	Current Practice	Total Possible Tenure
Asian Development Bank (ADB)	Single five-year non-renewable term	Five years
European Investment Bank (EIB)	Single five-year non-renewable term	Five years
International Monetary Fund (IMF)	Single six-year non-renewable term	Six years
Islamic Development Bank (IsDB)	Renewable term of three years	Six years
International Fund for Agricultural Development (IFAD)	Single six-year non-renewable term	Six years
United Nations (UN)	Single five to seven year non-renewable term recommended in 2014	Five to seven years
European Bank for Reconstruction and Development (EBRD)	Initial four year terms, with one-time renewal for a second four year term	Eight years
World Bank Group	Initial five year term, with one-time renewal for a second five year term	Ten years
Inter-American Development Bank (IDB)	Initial five year term, with one-time renewal for a second five year term	Ten years
African Development Bank (AfDB)	Initial five year term, with one-time renewal for a second five year term	Ten years

<sup>16</sup> *External Review of the Oversight and Accountability Units of the World Bank Group*. 2011, p. 7.

**RECOMMENDATION 4.****The WBG should develop an institution-wide, principle-based living evaluation policy; establish Terms of Reference for IEG; IEG should develop a 4-5 year strategy**

53. The WBG should establish an institution-wide, principle-based, living evaluation policy.<sup>17</sup> The policy would establish for the first time a WBG-wide basis for evaluation and lend clarity to how the institution balances evaluation between learning and accountability to maximally contribute to the delivery of results. This is particularly important today, given the reorganization and the WBG's intent to carry out its work in a consultative manner, to take careful stock of what works and what does not, and to convert such knowledge into solutions.

54. In conducting its review of IEG, the Panel found that the WBG lacks a framework that outlines the principles, criteria and accountabilities for evaluation across the organization, that provides clarity to all staff on the merits of robust, high quality and credible evaluation, and that clearly delineates the respective roles of all parties.

55. **The Panel found that there is confusion among in IEG and management surrounding the role and expectations of evaluation.** The boundaries drawn by IEG's independence and the rules of engagement are likewise unclear. The Panel also found that CODE oversight over IEG and Board oversight over management is inconsistent. This is due in part to the lack of a coherent approach to, and common understanding of, evaluation in the WBG. Indeed, this lack of clarity around evaluation, and around the all-important link between evaluation and institutional learning, further complicated the Panel's task.

56. **The policy should translate international evaluation principles and MDB good-practice standards into a framework relevant to the WBG's mandate, system of governance, operating environment and new organizational arrangement.** Accordingly, it would have the benefit of clarifying WBG-specific evaluation principles and processes across the institution, including clarifying appropriate methodologies for all institutional aspects of evaluation and all parties concerned with evaluation. We are encouraged that management is working to strengthen the evaluability of WBG operations; this will certainly assist IEG and all evaluators in focusing on the results of WBG-financed activities and should be included in the proposed policy.

<sup>17</sup> In the Bank's operational manual, OP 13.60 - Monitoring and Evaluation, describes the role of independent evaluation within the Bank. It is largely based on the DGE's mandate and provides safeguards for IEG's independence. <http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/EXTPOLICIESEXTOPMANUAL/0,,contentMDK:23386103~menuPK:51508119~pagePK:64141683~piPK:4688102~theSitePK:502184,00.html>

57. We are also encouraged by the robust ongoing conversations in the WBG regarding the knowledge and learning agenda. It is a significant challenge to pull together M&E and various learning initiatives for a coherent approach to knowledge sharing and learning. A new policy must take careful consideration of these, and broader, changes in the institution and outline how evaluation, and IEG in particular, should contribute to the knowledge and learning agenda, without losing sight of evaluation's important role in accountability.

58. **An ideal evaluation policy would delineate roles, responsibilities, interactions and accountabilities in evaluation and learning across the institution.** It is the Panel's opinion that such a policy should include the Corporate Secretariat's role as the bridge between management, the Board and the accountability units and the particular crosscutting knowledge strand this role brings to the productive engagement of those in the system.

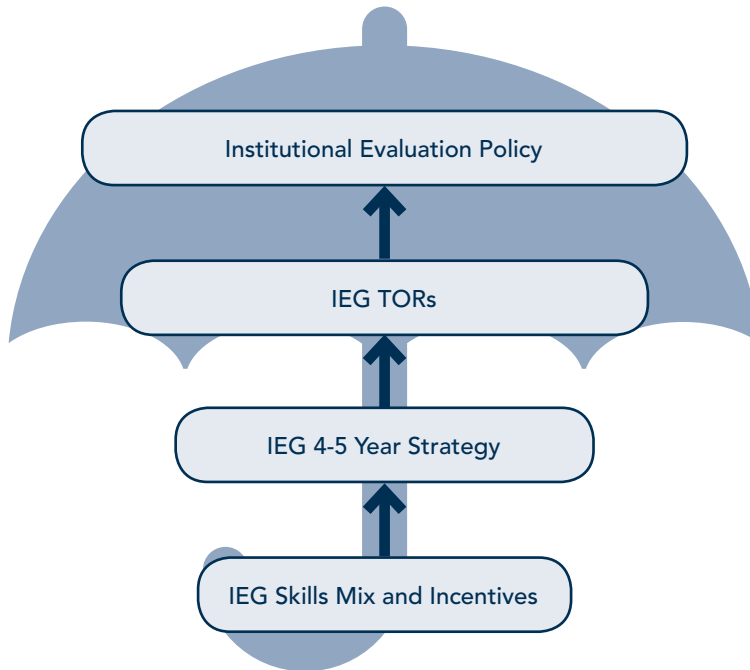
59. This concept has been implemented in other international organizations. The UNDP established an evaluation policy that seeks to increase transparency, coherence and efficiency in generating and using evaluative knowledge for organizational learning, for effective management for results, and in support of accountability. USAID's evaluation policy sets out a commitment to "learning-while-doing" and to updating standards and practices to address contemporary needs in the increasingly complex operating environment of global development. DfID's evaluation policy aims to provide clarity and consistency in design, conduct and use of evaluation, and set rigorous standards and ethical practices in evaluation to ensure both quality and utility; it is not intended to be a detailed guide on procedures and practices.

60. **Preparation of the policy proposal would need to include IEG, management, internal evaluation units and key personnel involved with self-evaluation in IBRD/IDA, IFC and MIGA.** The policy should be presented to CODE for endorsement and the Board for approval. This framework would need to safeguard IEG's independence as defined by ECG and OECD-DAC.

61. **The WBG evaluation policy would need to be reviewed and modified as needed to ensure optimal implementation and continued relevance as development practices change and as evaluations models and methods evolve in the global environment.** The policy should serve as a basis of subsequent five-year independent external reviews of IEG.

62. Further, **the Panel recommends that Terms of Reference for IEG be developed.** As noted in the findings, the Mandate for the Director General, Evaluation serves as the mandate for IEG, complemented by Terms of Reference for the Directors responsible for the independent evaluation functions for the Bank, IFC and MIGA. The Panel recommends that this be

reassessed with an eye towards clearly laying out the purpose, functions and overarching strategy of IEG as a unit and, importantly, incorporating for the first time IEG’s role in contributing to the institutional learning framework, linked clearly to a WBG evaluation policy. The DGE mandate neglects mention of evaluation’s role in organizational learning and this surely has played a part in disproportionate weight in IEG’s work towards accountability, at the expense of learning. The TORs for IEG should maintain a strong focus on accountability and also emphasize the more productive role IEG and its evaluative work need to play within organizational learning.



63. The Panel recommends that under the umbrellas of the evaluation policy and new TORs, IEG should create a four-to-five year strategy that clearly outlines the broad directions it will take. In line with Panel’s emphasis on a less-insular, more-aligned and adaptable IEG, the strategy should not only focus on its WBG-specific work, but also on IEG’s involvement in the global evaluation architecture. The strategy should provide a plan of action and clarity for the benefit of IEG staff, management, CODE and the Board, with a measure of contained fluidity that allows for flexibility and course corrections. The Panel believes that such a strategy will add value to IEG’s continuous dialog with CODE and the Board and management, while helping IEG appropriately balance its roles in learning and accountability.

64. Our recommendations on an institutional-evaluation policy, new TORs for IEG and a corresponding four-to-five year strategy alter the landscape. Once implemented, IEG should assess its skills mix and consider revamping its professional development training beyond the base technical skills needed for undertaking and managing evaluations. This means IEG should make certain the right forward-looking incentives are embedded and ensure



its staff has the opportunity to be exposed to and be up-to-speed on new ideas, new practices, and the latest innovations, including thorough professional training outside the WBG and through secondments to other organizations and units within the WBG. Fundamentally, IEG must have the right personnel and motivations in place to be able to execute its role in the overarching policy-evaluation system and fulfill its TORs.

### **RECOMMENDATION 5.**

#### **The CODE's oversight functions should be strengthened**

65. CODE's Terms of Reference state that the committee shall "[o]versee on behalf of the Boards the work of IEG..." With this stipulation, the TORs give CODE the responsibility for ensuring IEG works efficiently and correctly and maintains a constant state of improvement and evolution. However, **the Panel finds that the Committee should be equipped with better tools and information to allow it to effectively provide proper governance oversight over IEG and to regularly assess IEG's overall strategic directions and the quality, credibility, utility and impact of its work.** This need is not unique to the WBG—it is a common long-term issue across the MDBs. Thus the Panel recommends a set of actions to enhance CODE's ability to perform its oversight role over IEG.

66. We have seen the challenges CODE faces in holistically assessing the relevance, utility and quality of IEG's work. CODE has a sizeable number of engagements with IEG each year. Rather than strategic, however, most of these engagements appear to be more process-driven, with a narrow focus on individual products. Further, IEG products have generally been presented without overarching information about how they fit into IEG's broader work program, how they contribute to improving the WBG's overall impact, or how they help address the institution's most pressing challenges. However, the Panel did find some positive steps in IEG to address these issues, as we identify. The 2009 report, *Repowering the World Bank for the 21<sup>st</sup> Century; Report of the High Level Commission on Modernization of World Bank Group Governance* noted that the multiplicity of indicators and reports produced by the institution makes it difficult for the oversight and accountability units to hold the institution accountable, and is as likely to obscure problems as it is to clarify them. This finding applies equally to the CODE-IEG relationship: the sheer volume of reports (and information) that IEG produces can overwhelm the Committee and hamper its oversight.

67. **The Panel recommends that IEG develop a strategic framework and a prioritized work program that allocates time and resources to improved learning. To increase the utility of evaluations, the Panel recommends that IEG align the way it drafts its evaluations with Board-effectiveness reforms endorsed by COGAM and with practices followed by other independent**

**evaluation units.<sup>18</sup> This will help produce concise and focused papers** aimed at enhancing the effectiveness of the Board's decision-making process.

68. The Panel also suggests CODE and Board members exercise restraint when calling for specific products from IEG. As noted in Recommendation 6 and in the paragraph below, we suggest that IEG develop a clear, detailed, transparent and "higher-order" theory of change that underlies its overall evaluation strategy, and take steps accordingly to further improve its yearly Results Framework.<sup>19</sup> We note that Recommendation 6 should be aligned with our recommendation to develop an evaluation policy (Recommendation 4). With the implementation of these recommendations, IEG's objectives and work will not only be more closely aligned with the WBG strategic directions and focused on utility, but they will be clearer to CODE and the Board. We highlight the need for some restraint so that IEG's work program remains aligned with a clear link to the Results Framework. At the same time, we acknowledge the need for flexibility in IEG's strategy and work plan so that new evaluations can be added with a clear rationale for focusing on that particular area. IEG needs to be able to say no if a suggested product is outside of its Results Framework or its mandate, or if it simply lacks the capacity—and be confident that CODE will support that.

69. **The Panel recommends that CODE pay particular attention to the utility of IEG's work and the theory of change for utilization that should accompany its Results Framework.** Utilization is the responsibility of the producer, not just the customer. In its current results framework, IEG lays out deliverables and then outcomes without specifying how its products create learning and change. The utilization of IEG's products is far more complicated than "IEG produces an evaluation, WBG management internalizes it and makes changes." In no market is it expected that when a company produces a widget, the consumer is obligated to purchase and use it. Unless the demand exists or the widget fills a need, it is unlikely it will be used. So it is important to understand the market, and track use, in order to maximize effective utilization. The Panel calls for CODE to maintain a careful focus on the connection between IEG products and how they contribute to the short- and medium-term outcomes that are intended to be the result of IEG's evaluation work. This includes IEG's establishment of a clear path and process illustrating how its work will support the WBG's learning and knowledge framework, with clear indicators for CODE on how IEG's work translates into agreed adjustments needed in the institution.

70. **The Panel recommends that a measurement tool or "Data Dashboard" be developed for CODE to better assess IEG's overall performance, strategy and quality and utility of work.** The ECG and other guides to assessing independent evaluation reflect on the need to strengthen efforts

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<sup>18</sup> OVE's evaluations, IEG's equivalent at the IDB, are on average thirty pages long.

<sup>19</sup> A new Results Framework was introduced in FY15.

to get feedback on quality and utilization of products, both within the Bank and, more broadly, in client countries and other stakeholders. The ECG framework points to certain critical areas that would be important in a Data Dashboard, including information about the utilization of IEG's work; information on the technical quality of IEG's work from meta-analysis data; information on Management's absorption capacity; indication on how IEG's work feeds into Management's learning processes; information from IEG's client surveys; and information from IEG's own comprehensive self-assessments. Indicators for this dashboard could be drawn from IEG's own Results Framework, as well as from the current meta-analysis framework for assessing the quality of IEG's evaluations. This Data Dashboard would help CODE assess the quality and utility of individual evaluations, of IEG's indicative plan and of IEG's overall strategic approach. Hence, it would allow CODE to assess the need to make course corrections in IEG's work program, as well as in relevant strands of the Bank's work.

71. **The Panel recommends a systematized, tailored and focused induction session for CODE at the start of each new Board term.** We believe this will better familiarize members and Executive Directors with IEG's role within the WBG and better educate CODE on the importance and criticality of its oversight function. The regular turnover of Board members and the continual change in CODE's composition make it particularly important to develop a common understanding of the committee's role and the tools available for its oversight function.

72. **The Panel recommends offering regular opportunities for informal learning engagements with IEG and management for real knowledge exchange on high-priority and strategic areas.** Interviews with Executive Directors indicate a desire for dynamic, strategic engagements, beyond the EDs' Seminar and Technical Briefing formats. Such opportunities would serve to raise the Board's overall knowledge of, and attention to, evaluation and the important issues it can bring to the forefront. Elevated knowledge and understanding of the WBG's mission, business and challenges it faces, in turn, would add significant value in support of Board decision making in an environment of increased emphasis on development results.

73. As we have noted, from its inception the expectation was that IEG would evolve, adapt, and undertake periods of major renewal. Like the WBG – like any organization – IEG must adjust its behavior in order to thrive. The alternative is a path toward stagnation. Throughout this report, we discuss steps IEG is taking to adapt and evolve in light of changes in its operating environment, and CODE has encouraged these measures. Still, as the Panel has underscored, more needs to be done. CODE can play a significant role in this respect, perhaps the most important role of all, by enhancing its knowledge and preparedness, holding IEG to account and compelling IEG to do more. And that cannot start and end with our recommendations;

“CODE can play a significant role in this respect, perhaps the most important role of all, by enhancing its knowledge and preparedness, holding IEG to account and compelling IEG to do more

rather, it needs to be an everyday undertaking into the future. As IEG has pointed out, learning must be an integral part of the Bank’s operations in order for the institution to serve its clients effectively. Similarly, learning must be an important part of IEG’s approach to evaluation in order for it to serve the WBG effectively. Five years from now, the global landscape will have changed, the WBG surely will have adapted accordingly, and the field of evaluation will have evolved. CODE should be equipped and positioned to ensure IEG follows suit and continually renews itself to remain relevant and impactful as a major contributor to the WBG’s achieving its mission.

**RECOMMENDATION 6.**  
**The quality, relevance, usefulness, credibility and influence of IEG’s work should be enhanced**

74. Our TORs and all frameworks for assessing the overall quality of independent units place clear emphasis on the utility of evaluation. As the Panel has noted, the utilization of IEG’s evaluations is a perennial issue. Previous independent evaluations of IEG’s own findings, and our interviews both inside and outside of the Bank, uniformly highlight the limits of long reports when it comes to learning, and the importance of fewer, shorter and sharper IEG products in this respect. IEG’s survey and other data make it clear that WBG staff are simply not turning to IEG’s work to learn. As IEG’s recent staff survey for *Learning and Results in World Bank Operations: Toward a New Learning Strategy - Evaluation 2* shows, staff are not using IEG evaluations for learning.<sup>20</sup> IEG has a responsibility to promote the utility of its work, and we have noted small steps IEG is taking toward improvement. For example, IEG has engaged a group of evaluation experts to develop a meta-analytic framework to assess the utility, validity, feasibility and propriety of its evaluations.<sup>21</sup> This is a positive step that will continue to improve the quality of IEG’s evaluations and support its own *single-loop* learning by addressing the question *are we doing it right*. As we suggested in Recommendation 4 with respect to the skills mix and professional training under a new IEG strategy, the findings of the meta-analysis will require IEG to ensure that its staff has the opportunities to stay abreast of new and state-of-the-art evaluation methodologies. Staff will also need opportunities to learn and try new approaches on the evaluation process with an emphasis on utilization and learning as underscored in IEG’s own work on how the Bank learns. IEG’s work on learning underscores the value of collaborative knowledge sharing based in principles of adult learning, both of which are important for single and double-loop learning.

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“In the survey commissioned for the evaluation, less than one-quarter of respondents rated IEG evaluations as a very large or substantial sources of learning; and for project implementation, the corresponding proportion dropped to 17 percent.”

Source. IEG Work Program and Budget (FY16) and Indicative Plan (FY17-18), p. 5

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<sup>20</sup> CODE2015-0025, May 5, 2015

<sup>21</sup> Heider, Caroline. “Who Evaluates the Evaluators?” IEG #WhatWorks Blog, May 7, 2014

75. However, it is time to put in play bigger steps to further enhance IEG’s user focus and *double-loop* learning. **The Panel recommends that IEG reestablish its external advisory group.** This high level and diverse advisory group should meet regularly to provide IEG with input and feedback on its overall strategy, review IEG’s performance indicators, and link IEG to thinking, resources, and innovation outside the WBG.<sup>22</sup> This group would help reduce IEG’s insularity and ensure the benefits of peer review. This in turn will help IEG ensure it is making the right choices in how and what it evaluates so it is teeing up key information for the institution. In this way, IEG’s own double loop learning will help the WBG with its double loop learning. We recommend that this group include development and evaluation experts from around the globe and that it focus on higher order areas Johannes Linn, peer reviewer of IEG’s 2011 self-evaluation, highlights in a 2012 piece for Brookings, *Scaling Up Development Impact*<sup>23</sup> and in which he asked: Do evaluations cover the right issues with the right intensity, thereby contributing key evaluations for the WBG and its Board and Management’s consideration and discussion? As Linn notes, the core question is whether IEG effectively responds in its evaluations to the many important strategic debates and issues with which the WBG and the development community are grappling.

76. IEG is researching how the Bank staff learns in its most recent *Learning and Results* (L&R) series. These comprehensive surveys offer a deeper understanding on how people learn—far more so than do IEG’s more-limited client surveys. What their findings reveal, and what the research literature supports, is that Bank staff rely first and foremost on a process of informal learning that leads to tacit knowledge. Tacit knowledge is acquired by “doing” and “person to person conversations;” it is not written down.<sup>24</sup> We see where IEG could reconcile these findings, and the subsequent recommendations, to move away from its current product-centered approach towards learning. IEG should use the information it has to rethink its approach to utilization.

77. In this regard, **IEG should develop a theory of change around users’ needs and demands for its work.** The Panel’s analysis of numerous results frameworks for evaluation units, including the Evaluation Cooperation Group’s framework, found that they uniformly focus on utility as a key ingredient in the overall quality of the unit. As we noted in recommendation five, our findings underscore that IEG’s current Results Framework assumes utilization; it does not explain specifically how its products contribute to the achievement of the WBG’s goals or how the WBG could optimally use its products or how its processes serve to achieve outcomes. IEG’s Results

“As Linn notes, the core question is whether IEG effectively responds in its evaluations to the many important strategic debates and issues with which the WBG and the development community are grappling.”

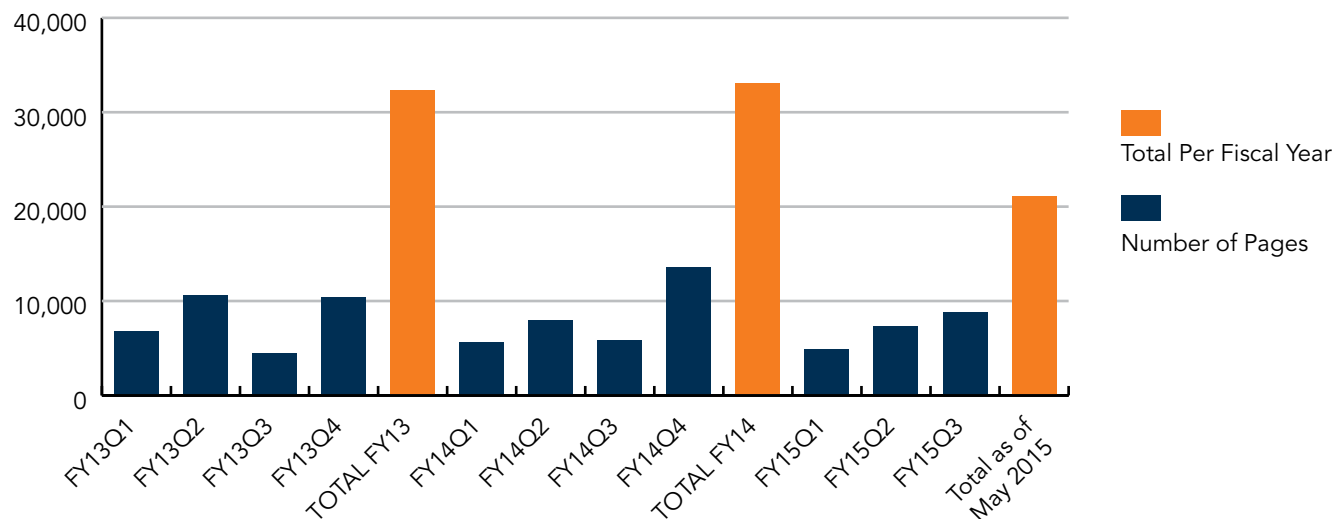
<sup>22</sup> IEG previously had an External Advisory Group on Evaluation and Development Effectiveness, which IEG disbanded.

<sup>23</sup> *Evaluating the Evaluators: Some Lessons from a Recent World Bank Self-Evaluation*, Scaling Up Development Impact Series, Johannes Linn, February 2012. .

<sup>24</sup> IEG. *Learning and Results in World Bank Operations: Toward a New Learning Strategy*. Evaluation II. 2015: ix.

Framework, as it stands now, is too heavily product focused (deliverables are almost all written reports) and lacks attention to the end-user.

**Graph 1. Number of pages produced by IEG FY13-FY5**

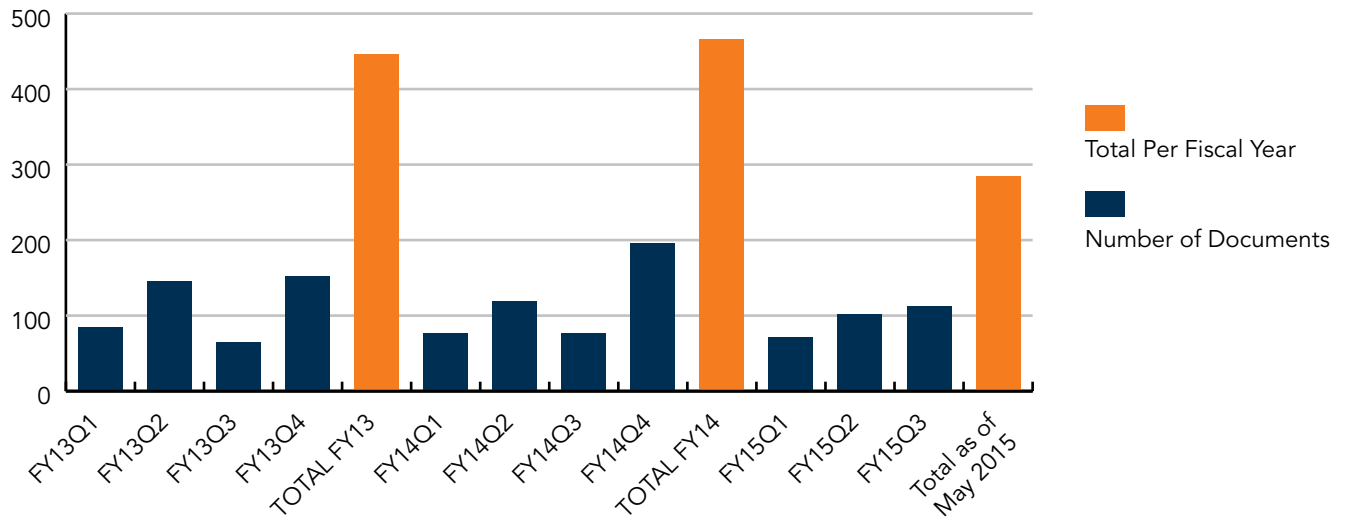


Source. IEG’s 2012-2015 Q3 Quarterly Reports. Based on averages of documents listed on quarterly reports. Does not include data on XPSRs and PCRs

78. **The number, length and timing of IEGs deliverables have strained the Board’s calendar; overloaded the Board and management with documents; overstretched staff’s absorption and learning capacity; and negatively affected the quality, efficiency, use and influence of IEG’s work.** (See graph 1 and 2) In repeated interviews, corroborated by the 2014 *IEG client survey*, WBG staff described and perceived IEG’s reports as impractical or irrelevant. This sentiment is shared by Senior Management and some members of the Board; both have expressed the challenge in absorbing and utilizing the over **446 products totaling 32,000** pages that IEG produces on average each year.<sup>25</sup> In FY15 IEG reduced the number of major, thematic and sectoral evaluation to 11 but introduce 13 new learning products. They have also begun efforts to reduce the number of pages in their reports.

<sup>25</sup> Based on a yearly average calculated from IEG 2012-2015 Q3 Quarterly Reports. Does not include data on XPSRs and PCRs. On average, an IEG evaluation is around 150 pages long and their newly introduced learning product range anywhere from 17 to 178 pages. Notably, IEG produced approximately 100 XPSRs each about 15-20 pages long. IEG does PCRs on every closed Advisory Service project which IFC claims exceeds 2000 pages.

**Graph 2. Number of Documents produced by IEG FY13-FY15**



Source. IEG’s 2012-2015 Q3 Quarterly Reports. Based on averages of documents listed on quarterly reports. Does not include data on XPSRs and PCRs

79. As we have noted, IEG alone cannot ensure utilization and learning, but IEG needs to lay out how they are going to support learning beyond producing reports. Based on IEG’s own data on utilization, it is evident that **IEG’s Results Framework requires a comprehensive and substantial logic model to support it and a far more thorough set of indicators in order for CODE to effectively assess IEG’s work.**

80. A new Results Framework could supply regular data about the utility of IEG’s work, because utility is key to the most significant changes IEG is starting to initiate. IEG Client Surveys have proven to be insufficient indicators of utility due to the low percentage of Bank staff that respond. To better understand the utility of its work, IEG might also incorporate in its client surveys some of the more specific questions on utility developed by DEC and the Independent Evaluation Organization (IEO) of the IMF, with indicators and benchmarks.

81. IEG developed its new Learning Products series, introduced in 2015, without checking with users and consequently the series lacks a user focus. Management has indicated that it views Learning Products as “evaluations in disguise.” IEG is responding to user feedback about Learning Products. Based on such feedback, IEG reports that it intends to be more selective and focus on fewer products with deeper engagement in 2016.<sup>26</sup> This may be the beginning of an opportunity for IEG and Management to experiment together on how to distill and convey IEG’s work to more effectively support learning.

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**What is the logic model underlying IEG’s Results Framework that explains how the products will be used and contribute to learning?**

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**“Have you ever discussed an IEO report with colleagues?”**

**“Have you ever discussed an IEO report outside the Fund?”**

Source: IMF’s IEO 2012 Client Survey

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<sup>26</sup> Work Program and Budget (FY16) and Indicative Plan (FY17-18). 2015: 21-22.

82. With strategic and selective engagement with management and other stakeholders, IEG can take major steps to ensure that its work and its findings are actually used by WBG staff. We underscore that with such collaboration it is time to put in place robust feedback loops to reflect on the utility and relevance of IEG's outputs. It is time to innovate and it is time to experiment.

### RECOMMENDATION 7.

#### **The process for major, thematic and sectoral evaluations should be adjusted**

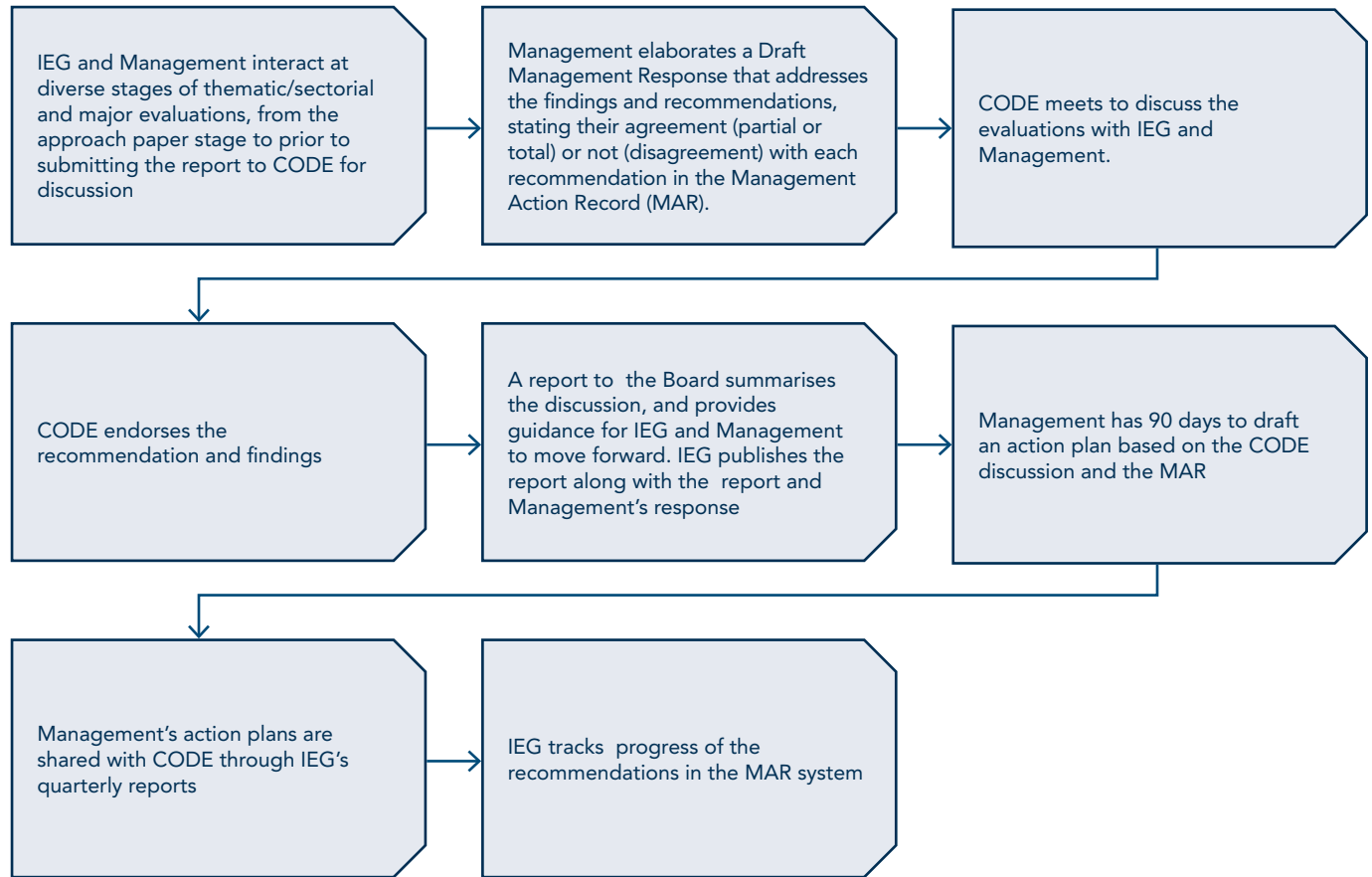
83. **The Panel recommends modifications to the process for IEG's major, thematic and sectoral evaluations in order to create a more constructive working environment that improves accountability and fosters a stronger culture of accountability, learning, feedback loops, course corrections and solutions-based continuous improvement.**

84. The Panel finds that the current process of producing an evaluation and addressing evaluation recommendations creates an unproductive, confrontational and adversarial dynamic between IEG and Management and diminishes learning and accountability. The accountability aspect of evaluation only partially functions under the current process, and the learning aspect of evaluation is neutered. Under the current system (see Chart 1), IEG prepares an evaluation with findings and linked recommendations that are viewed as being "too broad", "too prescriptive" or "otherwise problematic." IEG and management interact during the evaluation process, but IEG drafts the recommendations and selects whether to incorporate or disregard management input. Management is placed in a reactionary mode, utilizing resources in service of drafting and coordinating often-defensive responses from multiple units within the WBG. Management's time and resources would be better served sharing and absorbing the findings, developing actions steps and working towards solutions. Currently, in CODE discussions of IEG evaluations, IEG sets the agenda and stages the discussion; management often claims they have already identified and fixed problems, yet sometimes do not clearly outline the actions they have taken. In these circumstances, CODE is left to act as referee or judge, without fully benefiting from the lessons contained in IEG's findings or from Management's operational expertise and experience. Learning opportunities from evaluation findings are minimized or lost. In many ways, CODE's oversight role is lessened. Our recommendation is intended to make these scenarios a thing of the past and to augment accountability, learning, course corrections and continuous improvement.

“ The Panel finds that the current process of producing an evaluation and addressing evaluation recommendations creates an unproductive, confrontational and adversarial dynamic between IEG and Management and diminishes learning and accountability.



**Chart 1. Current process for Major, Thematic and Sectorial Evaluations discussed by CODE**



85. Once CODE discusses the evaluation and endorses or partially endorses the findings and recommendations, in many ways its job is finished. Management is responsible for drafting an action plan to respond to recommendations over which it often feels little ownership. Accordingly, we were not surprised to find that management occasionally ends up quarreling with IEG over the merits of the action plan. Furthermore, oversight over the action plan is effectively passed on to IEG without much CODE involvement. Rarely, if ever, does CODE come back to the Management Action Record or consider the Management Action Plan and its impact. Under the current process, management ends up being virtually accountable to IEG for its action plan, rather than to CODE and the Board. Beginning with IEG's Fiscal Year 2015 Quarter 3 Quarterly Report,<sup>27</sup> IEG has begun reporting to CODE on Management Action Plans for completed evaluations. This is a good step toward accountability, but it does not address the systemic problems the Panel has identified.

<sup>27</sup> *Independent Evaluation Group Quarterly Report to CODE - Fiscal Year 2015, Quarter 3*, CODE2015-0022, May 13, 2015

86. **The Panel recommends that IEG focus on formulating and creating conversation and debate around evidence-based findings and provide direction guidance but not binding recommendations, all of which inform should Management’s action plan.** The Panel provides two options for the preparation of recommendations based on IEG’s findings and direction guidance: (A) management makes recommendations on how to address the findings for discussion at the CODE meeting; (B) management creates recommendations in partnership with IEG for discussion at CODE. Under either scenario, (A) or (B), management would be empowered to look for solutions that will produce better outcomes and have the most impact and would be held accountable for the implementation of the action plan they develop. CODE discussions with IEG and management on evaluations would thusly be more dynamic and of a higher order, focusing more firmly on findings and solutions and approaches to address them, rather than agreements, partial agreements and disagreements, and the granular minutiae surrounding them.<sup>28</sup>

87. Following the CODE meeting, Management would be responsible for preparing/finalizing a realistic, comprehensive and concrete action plan to address such findings and recommendations, presumably endorsed by CODE. The action plan should be prepared in a “workshop” environment, in concert with IEG, experts and vested staff throughout the WBG, and development partners where appropriate. Once complete,<sup>29</sup> the action plan should be circulated to CODE for information. IEG would continue to be responsible for monitoring implementation of the action plan and reporting progress to CODE.

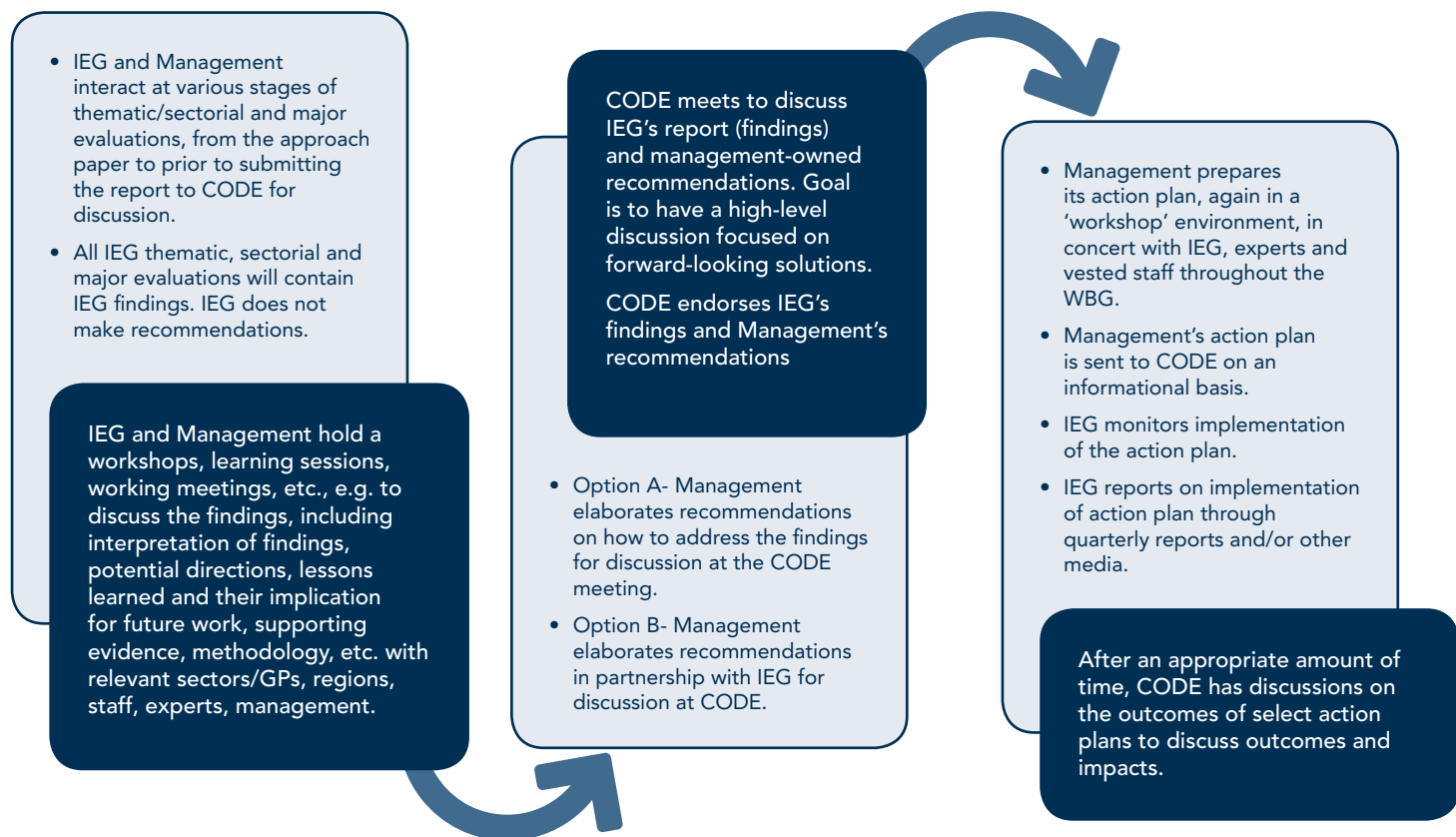
88. It may be useful for both learning and accountability purposes, for CODE, Management and IEG to select and review progress on particular action plans to have a conversation about both single and double-loop questions; what worked, what did not, and why; what changed, what was learned and shared throughout the institution; did the action plan lead to better performance, better results and improved quality? **The Panel believes that the proposed changes in the process will increase IEG’s contribution to accountability, course correction and learning.** (See Chart 2 below)

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<sup>28</sup> The Panel interviews suggest that it may be valuable to look at the process for presenting and discussion evaluations findings at IFAD. IFAD process creates rich debate, strong action steps and increases the utilization of lessons learned, including for IFAD’s Board, for future work and policy.

<sup>29</sup> Currently, management has 90 days to finalize an action plan in response to recommendations.

**Chart 2. Proposed Process for Major, Thematic and Sectorial Evaluations discussed by CODE**



89. This process protects IEG’s independence while increasing collaboration. The process also clears the path for increased accountability (by management to CODE and the Board) and increased learning (for management, CODE and IEG) from independent evaluation. This should help kick-start a surge in the utility and uptake of evaluation lessons, provided other steps are taken (as discussed in Recommendation 6). Given management’s ownership of the action plan and the resultant buy-in on IEG’s findings, IEG’s work would play a far more useful and credible role in strengthening and enabling learning and in leading to plausible solutions for development effectiveness. The discussion at CODE would be elevated to a more strategic and solutions-based conversation which, we reiterate, is in the spirit of the WBG’s strategic directions. CODE will have the relevant information for oversight of management for accountability and the Board will have relevant information for decision-making.

90. The action plan would benefit from IEG’s findings and directional guidance while being implemented within realities of WBG operations; WBG budgetary restrictions; the country/regional context; the WBG’s comparative advantage; and complementary donor contributions. The process should follow constructive interactions between IEG, relevant experts and units of the WBG on IEG’s findings and proposed directions.

Throughout the process, it is important to ensure that peer reviewers and outside experts be involved to strengthen outcomes. CODE/the Board would hold management accountable for the actions through updates from management to CODE on its action plans. Evaluations and action plans can then become part of key documentation to inform and guide staff and can help close the learning and accountability loop.<sup>30</sup>

91. **The above recommendation would also serve to enhance real collaboration.** Current weaknesses in the way CODE, IEG and Management interact prevent the WBG from fully benefiting from independent evaluation. Trust and credibility among the three have eroded over time. Poor cooperation hinders feedback and learning loops. The Panel feels that the above recommendation can/could create an opportunity for IEG and management to participate in an inclusive process, as outlined, and share perspectives, knowledge and experience. This mix and exchange will help lead to better solutions for the institution.

### RECOMMENDATION 8.

**IEG's work should be broadened to build M&E capacity in client countries, in partnership with the WBG, other MDBs, development organizations, and the countries themselves**

92. The *Revised Mandate of the Director-General, Evaluation* states that the DGE is responsible for "encouraging and assisting developing member countries to build effective monitoring and evaluation associations, capacities and systems."<sup>31</sup> This mandate is also reflected in Evaluation Cooperation Group's framework for multi-lateral financial institutions. As noted by the High Level Panel on Evaluation and Post 2015 Development Agenda, strong evaluation systems are key to delivering better development results. But these systems should not wait 10 years to track successes/failures. They should have country ownership and be able to provide information for mid-course corrections to "...tell us if we are doing the right things, whether we are doing them right and whether we are doing them on a scale that's really making a difference."<sup>32</sup>

93. Evaluation capacity development is an essential ingredient in achieving the WBG's goals to end poverty and increase shared prosperity. As rightly noted by EvalPartners,<sup>33</sup> to find sustainable solutions to development

“strong evaluation systems are key to delivering better development results. But these systems should not wait 10 years to track successes/failures. They should have country ownership and be able to provide information for mid-course corrections to “...tell us if we are doing the right things, whether we are doing them right and whether we are doing them on a scale that’s really making a difference.

<sup>30</sup>The WBG Audit General's office, has created a dashboard to track management's implementation of its actions steps and it may be useful for CODE, Management and IEG to review.

<sup>31</sup> Independent Evaluation Group, revised mandate of the Director-General, Evaluation at [http://ieg/Data/dge\\_mandate\\_tor.pdf](http://ieg/Data/dge_mandate_tor.pdf)

<sup>32</sup> UN calls for better evaluation in the post-2015 development agenda, April 9, 2014 Press release No. G/12/2014

<sup>33</sup> EvalPartners is a global innovative partnership geared at strengthening the capacities of civil society organizations to contribute to improved country-led evaluation systems and policies. [http://mymande.org/evalyear/Declaring\\_2015\\_as\\_the\\_International\\_Year\\_of\\_Evaluation](http://mymande.org/evalyear/Declaring_2015_as_the_International_Year_of_Evaluation)

challenges, development policies and programs need to be informed by evidence generated by country-led M&E systems rather than those led by donors, while ensuring regional and global policy coherence. Robust monitoring and evaluation capacities in client countries can help build strong civil societies and sound governments. When borrowing countries evaluate the Bank’s aid projects themselves, they are more likely to learn from evaluation results. **As borrowing countries build their capacity to monitor, the quality of the Bank’s own M&E systems, as well as IEG’s evaluation of them, also become stronger.**

94. While the importance of evaluation capacity development (ECD) is noted in IEG’s FY16 work program and budget,<sup>34</sup> the Panel finds that IEG has narrowed its commitment to ECD over the past ten years. IEG’s FY16 work program shows that IEG primarily supports ECD through Centers for Learning Evaluation and Results (CLEAR) and International Program for Development Evaluation Training (IPDET) and activities with the Governance GP to mainstream ECD into the WBG’s operations.

95. **IEG is the largest evaluation office among the MDBs and, as such, it could play a more active, facilitative and prominent leadership role in the global evaluation landscape than it currently plays.** To this end, IEG should develop a vision and a plan to outline its approach to ECD to contribute to evidence-based policy making in service of equitable and sustainable development. **IEG’s vision should be captured within the overall WBG’s vision for evaluation capacity development and included in the institution-wide evaluation policy described in Recommendation 4.**

96. Specifically, the Panel recommends that IEG incorporate the following mutually-reinforcing activities into its overall capacity development strategy: **i) collaborate with other development evaluation offices, including within the WBG itself, other MDBs, development organizations, governments, local experts and civil society to strengthen the quality of evaluations globally; and ii) directly help develop and/or strengthen the M&E capacities of institutions and individuals in client countries and reinforce evaluation capacity development networks among countries.** Our assessment indicates that these two mutually-reinforcing elements have potentially high-impact reciprocal benefits for IEG, the WBG, client countries and the broader global development community.

97. With respect to the first specific recommendation, collaboration with others enables country-ownership (at all levels), innovation and greater accountability. Collaboration would also fulfill the Paris, Accra and Busan commitments to make aid more effective by obligating partner countries to work closely in evaluation.

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**“EvalYear will position evaluation in the policy arena, including by being a catalyst for important conversation and thinking, at the international, regional, national and sub-national level, on the role of evaluation in good governance for equitable and sustainable human development.... EvalYear seeks to mainstream evaluation in the development and implementation of the forthcoming Sustainable Development goals....”**

*Deborah Rugg, UNEG Chair in UNEG joins EvalPartners in declaring 2015 as International Year of Evaluation, May 14, 2013.*

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<sup>34</sup> IEG Work Program and Budget (FY16) and Indicative Plan (FY17-18), May 14, 2015, p. 22.

98. **As the WBG partners with other MDBs and development organizations, there is a benefit of having IEG partner and develop joint evaluations with the independent evaluation units of other MDBs and/or development organizations.** Increased collaboration has reciprocal benefits. Not only can IEG learn new evaluation methods and techniques, but its vast database of knowledge can be more effectively shared among the global evaluation community through peer-to-peer learning. Networking and partnership can also create global demand for M&E and can create opportunities for IEG to i) develop short-term lessons learned from collated data on capacity development for wide dissemination; ii) connect with countries that are currently seeking assistance in their capacity development efforts; iii) foster and improve south-south learning by facilitating coordination among countries seeking assistance, and among those willing to supply it through their own newly acquired supply of M&E evaluators; iv) collaborate with other evaluation offices to improve the quality of evaluations through inclusion and diversity; and v) improve innovation through collaboration with people of diverse backgrounds and perspectives as noted in IEG’s *Learning and Results – Evaluation 2*.

99. With respect to the second specific recommendation, **direct engagement of IEG teams with client countries to strengthen M&E institutions and personnel would build both a supply of evaluators and a demand for more user focus evaluations in the country.** This supply and demand would have the mutual benefit of increasing the countries’ own M&E capabilities, as well as improving the quantity and quality of data for IEG and the WBG to utilize in its own evaluations. More importantly, it would enable a diversity of views and innovation and contribute to global, regional, national and sub-national policy decision making. One possibility is for IEG to collaborate with WBG operations to build ECD into project design and, perhaps, help link-up WBG operations teams with a steady supply of local evaluators.

100. **Direct capacity development in client countries might also mean that IEG engages locals on the ground in learning activities to increase ECD before,** during and after evaluation. This has the cascading effect of sharing learning through tacit knowledge; building M&E on the ground; ensuring that the evaluation accurately reflects the context of the evidence that local partners and beneficiaries collect; and contributing to course corrections and informed policy and decision making.

101. A good example of this is IEG’s *Country Program Evaluation for Afghanistan* in 2013. Here, IEG directly advised the government on its findings which increased the chances of meaningful follow-through and of developing evaluation capacity awareness. In its evaluation, IEG employed social media (SMS messaging) to collect data directly from locals. In Senegal too, IEG used a smartphone platform to collect information on the utility of sanitation

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**“The Paris, Accra and Busan commitments to make aid more effective include the obligation to co-ordinate and work more closely with partner countries in evaluation.”**

Source. OECD. *Evaluating Development Activities: 12 Lessons from the OECD DAC*. OECD, 2013: 29.

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equipment.<sup>35</sup> The Panel encourages IEG to replicate these activities to build local M&E by directly training and employing local evaluators. Again, this has the added benefit of increasing the local knowledge pools of evaluators to inform future IEG evaluations; assisting with WBG's M&E; and improving the quality of IEG evaluations and Bank projects by using local evaluators who can put data into context.

102. **IEG could also build on what others are doing in ECD.** For example, with support from the evaluation unit of the African Development Bank, which coordinated and facilitated evaluation partnerships and networks across the region, the Ethiopian and Tanzanian governments have accessed peer-to-peer training and networking opportunities to build evaluation capacity across the region and beyond. Other countries are asking for help in developing evaluation capacity, and the Panel sees where IEG could make a high-impact contribution by participating in these existing networks and partnerships.

103. **A number of countries are already making substantial progress with their M&E systems in building their own country capacity.** South Africa, for example, is currently networking, sharing experiences and information, and supporting peer-to-peer and south-to-south learning with several countries, including Benin and Uganda. With assistance from CLEAR, South Africa is also training individuals to build up their supply of evaluators that the government can contract on various projects.

104. The evaluation units of the African Development Bank and IFAD, report positive success in sending out local third parties to collect the data for their evaluations. They found that this activity strengthened the quality and utility of their own evaluations because local collection of data helps ensure the overall context of the situation on the ground. **The Panel sees an opportunity for IEG to contract out local data collection and/or use CLEAR centers and IPEDT professionals as part of the IEG evaluation teams and/or peer reviewers.** This would not only enable IEG to help develop and strengthen M&E capacity of client countries but would also improve the quality of their own evaluations.

105. Finally, IEG can encourage countries to conduct independent evaluations of World Bank Group contributions to their development so that all efforts are seen in the context of national development.

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**“This is important because ultimately all knowledge is local.”**

Source: IEG. Learning and Results II. World Bank Group, 2015: xii.

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<sup>35</sup> Caroline Heider and Lauren Kelly. “Whose Voices Count?” IEG #WhatWorks Blog. January 27, 2015.

# IV. CONCLUSIONS

106. This review is a story of the continuing evolution of a powerful idea: the WBG would be more effective if it had//contained//included an independent evaluation unit charged with regularly and transparently assessing and providing feedback on its performance as it endeavors to achieve its development goals. This now 42 year old idea became an essential corporate asset and safeguard, and a vitally important global public good. Now, like the WBG, IEG has to reinvent itself to meet a new set of global demands. As our review progressed, we concluded that if our findings and recommendations were to be helpful in this reinvention, we had to look at IEG within the broader context and system within which it operates. Our recommendations call for changes not only in IEG, but also in this broader system. We have seen readiness for change. There is demand in the ranks of WBG management for the right information, knowledge and evidence to make development as effective as possible. CODE and the Board are asking for a more-strategic approach to learning and knowledge-sharing, along with pertinent information and evidence for accountability and decision making. IEG is adapting, learning and improving to remain a leader in the global evaluation field.



107. We propose a set of eight actionable and mutually-reinforcing recommendations that together address many of the perennial problems we have identified in IEG and the broader system. These recommendations, if enacted, will vigorously reposition IEG to contribute to a robust learning, accountability and evaluation system within the World Bank Group, supporting the institution from within helping it achieve its overarching goal of global development.

1. **The Independent Evaluation Group should remain an independent unit within the WBG with both clear accountability and learning responsibilities.**
2. **Regular independent external reviews of IEG should be conducted every five years.**
3. **A single five-year non-renewable term for the Director General of IEG should be put in place, with no possibility of entry or re-entry into the Bank Group.**
4. **The WBG should develop an institution-wide, principle-based living evaluation policy; establish Terms of Reference for IEG; IEG should develop a 4-5 year strategy.**
5. **CODE's oversight functions should be strengthened.**
6. **The quality, relevance, usefulness, credibility and influence of IEG's work should be enhanced.**
7. **The process for major, thematic and sectoral evaluations should be adjusted.**
8. **IEG's work should be broadened to build M&E capacity in client countries, in partnership with the WBG, other MDBs, development organizations and the countries themselves.**

108. We present these recommendations for the consideration of CODE and the Board of Executive Directors.

# ANNEX I. METHODOLOGY

109. This is the first comprehensive independent evaluation of the Independent Evaluation Group (IEG) in its history. We structured our methodology and approach firmly on our Terms of Reference, and our primary charge was to provide suggestions and recommendations to enhance IEG's impact and strengthen its role as an independent evaluator of the World Bank Group's work.

110. When we began our effort, we developed an approach that involved an initial stage of interviews across all key stakeholder groups knowledgeable about IEG, both within and outside the WBG. We also undertook a selective document review to get a sense of IEG's work and an understanding of the core processes and procedures within the unit. Our review included an exploratory phase to help us understand the baseline, assess available information and documents and to cross-reference that information with what we were learning in the course of interviews with key stakeholder groups.

111. The second phase of our review involved identifying both the strengths and key issues of the World Bank Group evaluation system. More in-depth interviews were carried out during this phase and our document review grew more focused on understanding the processes and procedures that the system has in place. We triangulated what we were learning across documents, surveys and other independent evaluations, and established protocols between the system's key players and available statistics. This enabled us to better understand some important issues, including ongoing changes underway in IEG and IEG's engagement with World Bank Group management and staff and CODE.

112. By the end of the second phase, we began developing our recommendations and assessing how these recommendations might work together to support ongoing changes in IEG and build other transformational changes that would strengthen learning and accountability within the WBG. As our recommendations matured, we began testing them with key stakeholders and experts we had identified as being knowledgeable about both IEG and the World Bank Group, to get their perspective on some of the recommendations and how they fit together. We interviewed a mix of people. Some have been with the WBG for decades and others joined the institution more recently. We made a point of talking with all of the past and present Director Generals of IEG,<sup>36</sup> as well as the current heads of the

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<sup>36</sup> The Panel interviewed Director Generals of IEG from the early 1990's, on.

other MDB evaluation units. We also interviewed current and former senior management and staff from the World Bank Group and IEG; from CODE; as well as current and former Board members.

113. We included experts, both in and outside the Bank, each of whom had deep expertise in development evaluation. We also spoke to individuals previously or currently involved with OECD DAC and the Evaluation Cooperation Group. We interviewed experts who are doing innovative evaluations of complex strategies. We did an examination of perceptions of IEG on the ground in Ethiopia. There, we spoke with World Bank Group staff, government officials, and development partners to get a sense of their perceptions of IEG and of evaluation in the WBG. We had discussions with WBG personnel and other development organizations in Cambodia. Because IEG is engaged in an important meta-analysis of its own evaluations, we also spoke with several members of the team conducting that meta-analysis. Interviews with all of these different stakeholders gave us multiple perspectives on current and past processes and a grasp of some of the perennial issues.

114. Our document review included the 2004 independent review of IEG and the 2011 self-evaluation of IEG, along with independent reviews and self-evaluations of other MDB evaluation units. This allowed us to identify persistent issues that cut across MDBs and have endured over time. We reviewed the literature on standards and best practices within MDBs and other development organizations, including ECG and OECD DAC; literature on current practices in the other development banks; literature on evolving ideas about evaluation to support complex, evolving strategies; a considerable number of IEG's evaluations; five IEG learning products; IEG's Results and Performance reports; all of IEG's Annual Reports; IEG Quarterly reports FY12 Q2-FY15Q3; IEG's web page, including the blogs of the Director General; IEG's work program and budgets from FY12-16; CODE Reports to the Board (Green Sheets) from 2010 to the present; and WBG documents on the new Bank strategy, so that we could put IEG within the broader context of the institution.

115. The documents allowed us to begin to understand the process of engagement between IEG, management and CODE, and better understand some of the strengths and weaknesses of that process.

116. In an informal meeting with CODE, in the Fall of 2013, the Caroline Heider, Director General - Evaluation, talked about the changes that she would be making to better align with the World Bank Group Strategy. A key part of that alignment was IEG's support to learning. We therefore also reviewed the strand of work IEG is undertaking to support the World Bank Group's strategy, to see how IEG's processes were changing and what was

being learned in IEG in the process of doing the learning work. This provided a good picture of some of the ways in which IEG's work was evolving and adapting to the WBG's new strategy to achieve the twin goals.

117. We also carried out multiple interviews with the Director General and her senior management team as well as with a number of IEG staff. We used information identified by IEG as relevant to cross validate our key findings, thus following data triangulation methods. This gave us multiple perspectives on IEG from several different vantage points, and helped us to both identify and access recent innovations and changes and also point to areas that needed to be strengthened.

118. Our interviews and the information we received from IEG and other development banks' independent evaluation units helped us establish a baseline and benchmark for our review and allowed us to draw comparisons across these units. As the picture of the core processes began to emerge, we also began to tabulate information that helped us better understand the independent evaluation process.

119. Early on we recognized that it would be important to focus primarily on the past five to six years, and particularly on some of the changes that have occurred over the last few years in conjunction with the Bank's new strategy. This comprehensive analysis has provided us with a clear understanding of IEG and its place in learning and accountability in the World Bank Group.

# ANNEX II. AFRICAN DEVELOPMENT BANK CASE STUDY

120. Partnerships, peer-to-peer learning and team learning is being championed as the best strategy for building evaluation capacity by Independent Development Evaluation (IDEV) of the African Development Bank (AfDB). IDEV has adopted a networking strategy to link with multiple stakeholders who become part of a global network—a “team”—of learners who share their knowledge on evaluation capacity development. The objective is to create a broad network of practitioners and thus build a support system while encouraging south-south learning. The results include increased M&E capacity throughout much of Africa, which has the cascading effect of providing quality data to AfDB evaluators who benefit from a greater supply of knowledgeable local M&E evaluators on the ground in their client countries.

121. The network in Africa emerged from an IDEV pilot of four pilot projects. IDEV received a small amount of grant funds from Finland; the initial response is positive and the pilot is already yielding enormous dividends. The goal was to strengthen the M&E systems in different countries so as to improve the development outcomes of the entire public investment program rather than only those that are supported by the AfDB. In our interview with Mr. Rakesh Nangia, Evaluator General (Vice President) of IDEV, Mr. Nangia stated that he used his network and “pulled in government officials at different levels to build a team. It was critical for us to do this together.”<sup>37</sup> Doing this has built “evaluation systems in countries rather than building capacity” adds Mr. Nangia. Today, African countries have lessons for strengthening evaluation systems from the IDEV pilot.

122. In Ethiopia, implementation of the included the following steps: (1) IDEV first launched a diagnostic to understand the existing system and identify the strengths and gaps; (2) then IDEV presented examples of evaluation models from selected OECD and developing countries; (3) and finally IDEV left the Ethiopian team to decide what would work best for them in Ethiopia. The pilot included three workshops where colleagues from various ministries were shown how the proposed M&E system could help and together they developed an action plan. A similar program in Tanzania evolved from a workshop on how to scale-up M&Es and the political aspects of evaluations. The key lesson here is that by involving Tanzania in the Ethiopia pilot, Tanzania began to scale-up its evaluations and subsequently launched the Big Results Now (BRN) program that is supported by several bilateral donors. An integral part of the program is building individual capacity that supports institutional

“ IDEV received a small grant, but the pilot is yielding enormous dividends.

“ A network is developing, one that is based on friendship and mutual support rather than on whether one is a lending institution or not.”

<sup>37</sup> Interview with Rakesh Nangia, March 12, 2015.

capacity. A two-week evaluation training program (IPDET) was held in Dar es Salaam where members of the Ethiopian evaluation team, joined a growing variety of actors to learn about evaluation in a hands-on manner. In order to continue supporting “learning-by-doing,” a few selected evaluators will join the AfDB team in conducting evaluations in Tanzania. The same approach is being followed for Ethiopia. As a result a network is developing, one that is based on friendship and mutual support rather than on whether one is a lending institution or not. Its purpose has been to create practitioners of M&E, and to build a better and more-sustainable evaluation model.

123. IDEV is effectively developing a network of professionals who have adopted a new mindset toward evaluation—and it is gaining traction globally. For example, IDEV recently sponsored eight country Parliamentarians, including one from Sri Lanka, in a workshop on the merits of M&E. The objective was to strengthen the demand for evaluation reports and thus strengthen evidence-based decision making. Now, the Parliamentarians have established their own network (APNODE) and are gradually demanding more evaluations from their bureaucracies. IDEV currently serves as the secretariat. What IDEV is doing in Africa, and now beyond Africa, is to create a demand at the country level for more M&E, which will in turn improve the quality of development results. What Mr. Nangia envisions in the next 15 to 20 years are African countries that have stronger development results thanks to a robust system of evidence-based decision making, focused on performance-based allocation of scarce public investment funds. A system that not only improves service delivery, but does so transparently, strengthening the accountability of governments to their citizens.

“As a result, the quality, efficiency and efficacy of their evaluations have increased, not to mention the utility of their findings which has strengthened due an incentivized Management and Board at AfDB.”

# ANNEX III. DEPARTMENT OF PLANNING, MONITORING AND EVALUATION (DPME), SOUTH AFRICA CASE STUDY

124. The Department of Planning, Monitoring and Evaluation (DPME) was established in the Presidency in 2010 as part of the South African government's commitment to improve service delivery. CLEAR assisted the Department in organizing a study tour to Mexico, Colombia and the United States, which provided powerful insights into how middle-income countries were taking evaluation forward. Soon after, DPME developed a national evaluation policy framework which was approved by the Cabinet in November 2011. Since 2012 this new national evaluation system has seen 50 evaluations completed or underway, covering around \$7 billion of government expenditure, with significant impact already from the first evaluations. Evaluations are contracted out by a panel of 24 local external-evaluation organizations. Standards, competencies, 18 guidelines and five training courses have been developed. CLEAR has helped develop many of the processes and has run the courses. Capacity building extends beyond government staff, and the deployment of local evaluators has the cascading effect of building M&E capacity throughout South Africa.

125. But the South African case does not stop here; they have created a "peer learning partnership" with the governments of Benin and Uganda, as well as liaising regularly with Mexico and Colombia. The three African governments share their systems, attend each other's training, and are planning a new African M&E Partnership called *Twende Mbele, Zulu* for "building on each other's strengths."<sup>38</sup> While their national evaluation systems have much in common, Benin is pioneering with social media, Uganda with citizen-based monitoring, and South Africa with Management Performance Assessment, and all three partners want to pool this learning and co-develop systems. Ian Goldman, Head of Evaluation and Research for the South African Presidency, remarked that his government's partnership with Benin and Uganda is "more than a network—we are collaborating in a much deeper way."<sup>39</sup> The three African governments view their partnership as the most effective way to build capacity because "learning-by-doing" and "peer-to-peer learning" has proven to be the most efficient and effective means to build capacity in all three of their governments.<sup>40</sup> The South African government argues that sending individuals on formal training of any kind is of limited benefit unless it can be linked with experiential learning.<sup>41</sup>

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"The creation of the Department of Planning, Monitoring and Evaluation and the National Planning Commission was intended to create capacity at the centre of government to drive planning and development. The work of the new department is about progressively putting in place building blocks for a capable developmental state. We are building a state that intervenes on behalf of the poor in our society to address the inequities of the past and putting our economy on a qualitatively different path."

*Speech from Minister Jeff Radebe, Planning, Monitoring and Evaluation Department. May 5, 2015*

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<sup>38</sup> See also Goldman, I. (Forthcoming) *Developing South Africa's national evaluation policy and system: First lessons learned*; African Evaluation Journal.

<sup>39</sup> Interview with Ian Goldman, April 30, 2015.

<sup>40</sup> Ibid. This point is also reiterated in IEG's Learning and Results I and II evaluations.

<sup>41</sup> Ibid.

# ANNEX IV. INTERVIEWS

## CODE MEMBERS

Alejandro Foxley, ED, Chile, CODE Chair

Ursula Muller, ED, Germany

Sara Aviel, former US Alternate ED

Mohamed Kayad, ED, Djibouti

Peter Larose, ED, Seychelles

Antonio Silveira, ED, Brazil

Satu Leena Elina Santala, ED Finland, CODE Vice-Chair

Masahiro Kan, ED, Japan

Wilhelm M Rissmann, Alternate ED, Germany

## FORMER CODE MEMBERS

Juan Jose Bravo Moises, ED, Mexico (Former CODE Chair)

Ingrid Hoven, ED, Germany

Pierre Alzetta, ED, Belgium

Vadim Nikolaevich Grishin, ED, Russia

Denny Hamachila Kalyalya, ED, Zambia

Mukesh Nandan Prasad, ED, India

Hideaki Suzuki, ED, Japan

## WBG BOARD MEMBERS

Jörg G. Frieden, ED, Switzerland

Ricardo Rainer, Former Alternate ED, Chile

Shixin Chen, ED, China

Gwen Hines, ED, UK (Chair of COGAM)

Gulsum Yazganarikan, Alternate ED, Turkey (former CODE member)

Felleke Mammo, Senior Advisor, Ethiopia (CODE member)

Joost Baeten, Former Senior Advisor, Netherlands

Stefan Georg Denzler, Senior Advisor, Switzerland

Anthony Nicholas Ieronimo, Former Advisor, USA.

Carlos Julian Tortola Sebastian, Advisor, Spain (Former CODE member)

Mark Tattersall, Advisor, Australia

Sara Gustafsson, Advisor, Sweden

Rafael C. Hernandez, Former Advisor, El Salvador (former CODE member)

Irina Dvorak, Former Advisor, Germany

## INDEPENDENT EVALUATION GROUP

Caroline Heider, Director General

Richard Scobey, Senior Advisor and Deputy Director to the Director General, IEG

Emmanuel Jimenez, Former Director, IEGPS (& team)

Nicholas York, Director, IEGCC (& meeting with his team)

Marvin Taylor-Dormond, Director, IEGPS (& team)

Monika Weber-Fahr, Strategy, Learning and Communications (IEGCS) Chief Knowledge Officer and Senior Management (& team)

Geeta Batra, Manager, IEGCC

## FORMER IEG

Martha Ainsworth Former IEG Advisor.

Vinod Thomas, Former Director-General, IEG

Bob Picchioto, Former Director-General, IEG

Hans Martin, Former IEG Strategy, Learning and Communication Director

Catherine Gwin, Former OED/IEG



**SENIOR WBG MANAGEMENT AND STAFF**

**Jim Yong Kim**, President of the WBG

**Snezana Stoiljkovic**, Vice President, Global Practices

**Keith E. Hansen**, Vice President, Global Practices

**Kaushik Basu**, Senior Vice President and Chief Economist

**Kyle Peters**, Senior Vice President of Operations; formerly Vice President and Head of Network, OPCS

**Jorge Familiar**, Vice President, LCRVP; formerly Corporate Secretariat

**Arianna Legovini**, Advisor Development Impact Evaluation Initiative

**Sanjay Pradhan**, Vice President of WB Change Knowledge and Learning

**Karin Erika Kemper**, Senior Regional Advisor LCRVP; formerly Director CCGPF

**Karin Finkelston**, VP Global Partnerships, IFC

**Marco Mantovanelli**, Manager, Strategy and Operations GP; formerly Manager, OPCS

**Christian Grossmann**, Director GCCD2, formerly Director, Climate Change VP, IFC;

**Nigel Twose**, Senior Director, GCJDR, IFC

**Han Fraeters**, Manager OPSPQ

**Debby Wetzel**, Country Director, Brazil

**Arthur Karlin**, Chief Strategy Officer, CGESH, IFC

**Rafael Dominguez**, Principal Strategy Officer, CGECF, IFC

**Claudio Volante**, former Principal Results Measurement Specialist, IFC

**Deepa Chakrapani**, Head, CGEIS, IFC

**Edward Mountfield**, Manager, OPSPQ

**Jose Luis Irigoyen**, Director, DTIDR

**Gaiv M. Tata**, former Director, FFIDR

**Nicole Klingen**, Practice Manager, GHNDR

**Hoveida Nobakht**, Manager, Strategy and Operations GP; formerly Operations Adviser, OPSPQ

**Makhtar Diop**, AFR VP

**Ravi Vish**, Director, MIGES

**Cherian Samuel**, Lead Evaluation Officer, MIGES.

**Chris Browne**, Chief Procurement Officer, OPSOR

**Mariam Sherman**, Director, OPSRE

**Naira Melkumyan**, Senior Operations Officer, OPSRE

**Simeth Beng**, Senior Operations Officer, GEDDR, Cambodia

**Louise F. Scura**, Program Officer ECATF, Bangkok

**Linda Van Gelder**, Director, OPSPQ

**Mahmoud Mohieldin**, Corporate Secretary and President's Special Envoy

**Samir Suleymanov**, Director, SECPO

**Federico Baechli**, CODE Secretary, Senior Operations Officer, SECPO

**Lucy Tacher**, CODE Sub-Committee Secretary, Operations Officer, SECPO

**Sebastian Stolorz**, ET Consultant, OPSRE

**Abebe Zerinum**, World Bank, Ethiopia

**HEAD OF OTHER EVALUATION UNITS OF OTHER MDBS**

**Cheryl Gray**, Director of Office of Oversight and Evaluation, IADB

**Rakesh Nangia**, Evaluator General (Vice President) of AfDB, IDEV, formerly Director of Strategy and Operations, HD network, WBG

**Vinod Thomas**, Director General of Independent Evaluation in AsDB, formerly head of IEG, WBG.

**Joseph Eichenberger**, Head of EBRD Evaluation, former ED, World Bank

**Moisés Schwartz**, Director of Independent Evaluation Office, IMF.

**Juha Uitto**, Director of Evaluation Office, GEF

**Aaron Zazueta**, Chief Evaluation Officer, GEF Donor Evaluation Systems. December

**OTHER EXPERTS**

**Ian Goldman**, Head of Evaluation and Research. Department of Planning, Monitoring and Evaluation, South Africa.

**Alan Gelb**, Sr. Fellow. Centre for Global Development

**Johannes Linn**, Senior Resident Scholar, Emerging Markets

Forum Non-resident Senior Fellow, The Brookings Institution

### OTHER EXPERTS *continued*

**Rob van den Berg**, President, International Development Evaluation Association, President and former head of Netherlands Evaluation, chair of DAC and head of GEF Evaluation.

**Alexia Latortue**, US Treasury, Deputy Assistant Secretary for Int. Development, US Treasury Department

**Dan Peters**, Director, Office of Development Results and Accountability, U.S. Treasury Department.

**Jose Antonio Ocampo**, Professor Columbia University (External Evaluation of ILO)

**Gonzalo Castro**, Chairman IPN (In his capacity of Panelist of the Report of the Independent Review Panel on Evaluation at the Inter-American Development Bank)

**Franck S. Weibe**, Professor and Faculty Director, Master of International Development Policy Program, McCourt School of Public Policy, Georgetown University.

**Ivory Yong-Prötzel**, Head of Operations Evaluation, European Investment Bank

**David Garvin**, Harvard Business School

**Fisseha Aberra**, Director International Financial Institution Co-operation Directorate, Ministry of Finance and Economic Development, Ethiopia

**William Savedoff**, Center for Global Development

**Girma Easo Kumbi**, Senior Evaluations Officer, Ministry of Finance and Economic Development, Ethiopia

**Jan Piercy**, Senior Advisor at Enclude, Executive Vice President at ShoreBank Corporation Executive, Vice President at SBI

**Domenico Lombardi**, Director of the Global Economy Program, The Centre for International Governance Innovation (Review of the Independent Accountability Units of the WBG)

**Marilyn Darling**, Partner, Fourth Quadrant Partners.

**Penny Hawkins**, Head of Evaluation at DFID

**Claire Hutchings**, Head of Programme Quality at OXFAM

**Dan Wilson**, Director of Policy, Planning and Performance at Ontario Trillium Foundation (joined by Blair Dimock)

**Jennifer Sturdy**, Director, Independent Evaluations at Millennium Challenge Corporation

**Nancy MacPherson**, Managing Director, Evaluation, The Rockefeller Foundation

**Gregory K. Ingram**, Former D.G, OED

**Mohini Mohatra**, former WB staff

**Ray Rist**, President of IDEAS and Co-Director of IPDET

**Betseit Sisay**, Results and Program Management Advisor, DFID, Ethiopia

**Abebe Tadesse**, Senior Expert, Ministry of Finance and Economic Development, Ethiopia

**Tim Rieser**, Majority Clerk, U.S. Senate Foreign Operations Appropriation Committee

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Report to the Board from CODE on WBG Support to Public-Private Partnerships – Lessons from Experience in Client Countries, FY02-12 and World Bank Group Draft Management Response - Meeting of June 9, 2014 (CODE/GS2014-0015)

Report to the Board from CODE on Review and Update of The World Bank's Safeguard Policies: Proposed Environmental and Social Framework (First Draft) - Meeting of July 30, 2014 (CODE/GS2014-0014)

Report to the Board from the Audit Committee and CODE on Procurement in World Bank Investment Project Finance Phase II: Developing the Proposed New Procurement Framework - Joint Meeting of July 23, 2014 (AC/GS2014-0014[CODE/GS2014-0013])

CODE/GS2014-0012 Report to the Board from CODE on Sub-Committee discussion of Global Program Review – The World Bank's Partnership with the GAVI Alliance and Draft Management Comments - Meeting of June 2, 2014 (CODE/GS2014-0012/1)

Report to the Board from the Budget Committee and CODE on IEG Work Program and Budget (FY15) and Indicative Plan (FY16-17) - Meeting of May 30, 2014 (BC/GS2014-0013[CODE/GS2014-0010])

Report to the Board from CODE on Mid-Year Report on the Activities of the IFC/MIGA Compliance Advisor/Ombudsman July 1 – December 31, 2013 (Q1 & Q2 FY2014) - Meeting of February 28, 2014 (CODE/GS2014-0009)

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## 2015

Report to the Board from CODE on PPAR – Brazil – First Programmatic Development Policy Loan for Sustainable Environmental Management (SEM DPL) and Management Comments and PPAR – Brazil – First Programmatic Reform Loan for Environmental Sustainability (Env DPL) and Management Comments - Meeting of January 21, 2015 (CODE/GS2015-0001)

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REPORT TO CODE FROM THE INDEPENDENT PANEL

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