

World Bank Group

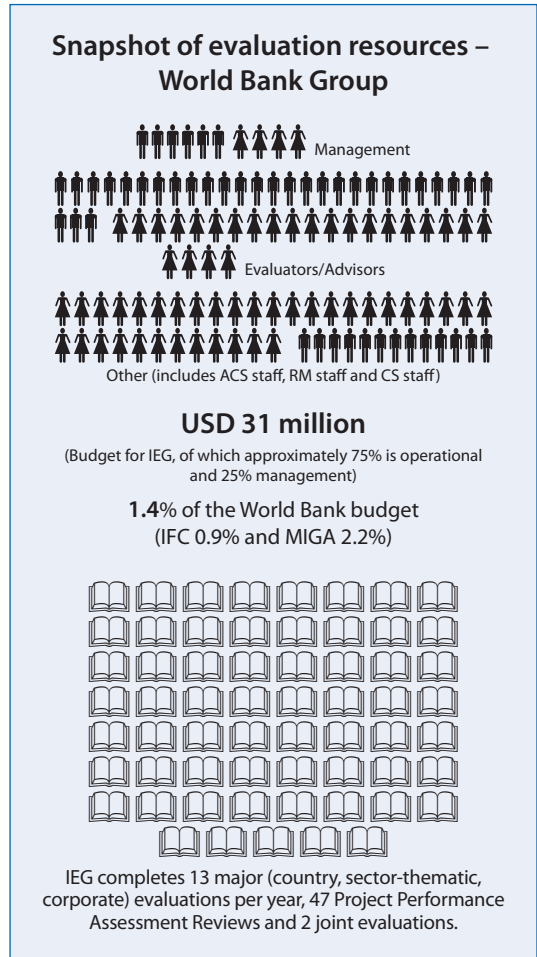
Independent Evaluation Group

Mandate

IEG validates self-evaluation activities, verifies their results, and carries out independent evaluations of the relevancy, efficacy, and efficiency of World Bank Group operational activities and processes. IEG is headed by the Director-General – Evaluation (DGE), who reports to the board of executive directors through the Committee on Development Effectiveness (CODE). Work programmes and budget are prepared independently of WBG management, under the oversight of the DGE, for endorsement by CODE, and approval by the board. The Director-General Evaluation oversees the work of three units: IEG-World Bank evaluates IBRD and IDA support to countries’ overall development; IEG-IFC evaluates Bank Group activities that focus on contributions to private sector development and on strengthening the business climate; and IEG-MIGA evaluates the impact of Bank Group political risk guarantees and technical assistance aimed at improving foreign direct investment to developing countries. These three units, under the overall guidance of the Director-General, disseminate their findings with the aim of enhancing the Bank Group’s development effectiveness.

IEG’s budget is proposed by the Director-General and approved by the board of Executive Directors. IEG endeavours to hold its budget at a constant percentage of its respective parent organisation from year to year (World Bank 1.4%, IFC 0.9%, and MIGA 2.2%)

Self-evaluation is carried out by operational units responsible for programmes, for example project Implementation Completion Reports (ICRS), Expanded Project Supervision Reports (XPSRs), Country Program Performance Reviews, and impact evaluations. IEG validates evaluation work carried out by programme units, and conducts independent evaluations of projects, country programmes, sector/thematic areas, corporate processes, and global programmes. IEG routinely evaluates the quality of self-evaluations as part of its validation work. In general, the quality of those self-evaluations is acceptable, but there is room for improvement.



Independence

The Independent Evaluation Group (IEG) exhibits independence on four major criteria:

Organisational independence: IEG's organisational independence is clear. The DGE reports to the board of Executive Directors, not to bank management, and appoints the Directors of IEG-WB, IEG-IFC, and IEG-MIGA, through whom the DGE directs the work of all IEG staff. IEG reports its findings to the board without Bank Group management's pre-clearance.

Behavioural independence: IEG has a long track record of critiquing bank work, recognising the WBG's achievements but also addressing its shortcomings and making recommendations for improvements. A long-time external observer of IEG has told us that this "willingness by IEG to speak out is hardly new; rather, it has been a salient characteristic of the unit since its inception." In recent years IEG also has been proactive in using public media to communicate the results of its evaluations.

Protection from external influence: IEG is protected from outside interference in many ways. Its work programme and budget are decided in concert with the board, not Bank Group management. It has unrestricted access to all bank records and staff in conducting its work, and can consult with government officials, the private sector, NGOs, media, and all sources it deems appropriate without prior clearance from Bank Group management. It controls the hiring, promotion, and firing of its own staff within the framework of the bank's merit-based personnel system.

Avoidance of conflicts of interest: IEG has adopted guidelines on avoiding conflicts of interest, based on the Staff Manual, but tailored to the specific issues facing independent evaluation.

Quality

The primary quality assurance instruments are extensive review by the IEG management team; IEG, World Bank Group and external peer reviewers; and external Advisory Committees for major evaluations. A number of assessments of IEG's evaluation reports have been conducted over the years, including as part of IEG's annual review of development effectiveness. In general, the findings have been that IEG's evaluations are of high quality.

Planning, reporting and use

IEG works from a rolling three-year plan covering all evaluations and related activities, including evaluation capacity development and communications. The work programme is prepared by IEG and endorsed by CODE and the full board.

The DGE is invited to some of the senior management meetings. The Management Action Record (MAR) in the bank and Management Action Tracking Record (MATR) in IFC and MIGA are the primary mechanisms for keeping track of the extent to which management has responded to IEG recommendations. Management responses are included in published reports, including print and online, but the MAR and MATRs are not public.

IEG reports are submitted directly by the DGE to the Committee on Development Effectiveness, and are disclosed to the public in line with its disclosure policy, which is being revised. Reports are posted on IEG websites, and many are published in book form. In addition, results are disseminated through conferences and workshops, papers in journals, professional meetings, and media releases and interviews.