

INDEPENDENT EVALUATION GROUP

Mandate of the Director-General, Evaluation

The independent evaluation function is responsible for the assessment of the relevance, efficacy, and efficiency of World Bank Group¹ operational programs and activities, and their contribution to development effectiveness. Evaluation enhances accountability and informs the formulation of new directions, policies and procedures, and country and sector strategies for the Bank's work. The Director-General, Evaluation (DGE) oversees all independent evaluation work, appraises other World Bank Group evaluation systems and methods, including self-evaluation methodologies, and discharges these responsibilities through the Independent Evaluation Group (IEG), which consists of entities in the Bank (IBRD/IDA), in the International Finance Corporation (IFC), and in the Multilateral Investment Guarantee Agency (MIGA).² The DGE works closely with development partners among donors and developing countries in order to foster international evaluation harmonization, to develop evaluation capacity in developing countries, and to encourage evaluations of the international development system.

The Director-General

The DGE is directly responsible to the Executive Directors/Board of Directors of IBRD/IDA, IFC, and MIGA (the Boards) for:

- Assessing whether the World Bank Group's programs and activities are producing the expected results, including global, regional, and other programs in which the World Bank Group is a participant.
- Incorporating evaluation assessments and findings into recommendations designed to help improve the development effectiveness of the World Bank Group's programs and activities, and their responsiveness to member countries' needs and concerns.
- Appraising the World Bank Group's operations self-evaluation and development risk management systems and attesting to their adequacy to the Boards.
- Reporting periodically to the Boards on actions taken by the World Bank Group in response to evaluation findings, and on the measures being taken to improve the overall operations evaluation system including dissemination and outreach activities.
- Cooperating with the evaluation heads of other international financial institutions and development assistance agencies.

¹ The term "World Bank Group" in this note includes the International Bank for Reconstruction and Development (IBRD), the International Development Association (IDA), the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA).

² These entities are named Independent Evaluation Group (Bank) (IEGB), Independent Evaluation Group (IFC) (IEGI), and Independent Evaluation Group (MIGA) (IEGM), respectively.

- Encouraging and assisting developing member countries to build effective monitoring and evaluation associations, capacities and systems.

The DGE is responsible for managing the personnel, budgets, and work programs of IEGB, IEGI and IEGM, under the oversight of the Committee on Development Effectiveness (CODE) and in consultation with the respective Vice Presidents responsible for Human Resources and budgets for IBRD, IFC, and MIGA. The Boards appoint the DGE for renewable terms of five years with a rank equivalent to that of Senior Vice President. The selection process and the remuneration of the DGE are managed under the oversight of CODE with the advice of the Bank's Vice President, Human Resources. The Director-General can only be removed by the Boards and is ineligible for subsequent appointment or reappointment to the staff of the World Bank Group.

The Independent Evaluation Group (Bank)

Terms of Reference

The Director, Independent Evaluation Group (Bank) (IEGB) is responsible for the operations evaluation function for the Bank and assists the Director-General, Evaluation (DGE) in carrying out the DGE's mandate. He/she is selected by the DGE in consultation with the President and the Chair of the Committee on Development Effectiveness (CODE). The Director, IEGB is responsible for the overall management of the Department, which performs the following principal functions:

- Making periodic assessments of the adequacy and effectiveness of the Bank's operations evaluation and development risk management systems in light of the institutional objectives of the Bank.
- Carrying out reviews of the Bank's completion reports and other self-evaluations, and undertaking performance assessments on selected completed projects, impact evaluations, and evaluation studies focusing on ongoing or completed operational programs, policies, strategies, processes, and partnerships.
- Assisting member countries and development partners to develop their own operations evaluation capacities.
- Disseminating evaluation findings within the Bank and the wider development community.

To discharge these functions, IEGB has unrestricted access to the staff and records of the Bank. Bank managers facilitate visits to project sites and meetings with client, partner and Government representatives. Without compromising IEGB's independence, IEGB staff endeavors at all times to maintain close and continuing contact with Bank staff so that their views are adequately considered in IEGB reports, and the analyses and findings of these reports are understood. While the Department does not issue instructions and is not involved in implementing operational practices and procedures, its work aims to reach specific conclusions and recommendations that follow from the evaluation findings.

IEGB's functions and staff are organizationally independent from the Bank's operational and policy departments and decision-making. Accordingly, performance evaluation and salary review for the Director, IEGB are conducted by the DGE, with the oversight of the CODE Chair. The Director, IEGB, is responsible for the selection, performance evaluation, salary review and promotion for IEGB staff, with the oversight of the DGE and in consultation with the Vice President, Human Resources. IEGB's work programs and budgets are prepared independently from the Bank's budget, under the oversight of the DGE, for endorsement by CODE and approval by the Executive Directors. IEGB's evaluation reports are the responsibility of the Director, IEGB, under the oversight of the DGE, and are transmitted to the Executive Directors through the DGE, following Bank management review and opportunity to comment.

The Independent Evaluation Group (IFC)

Terms of Reference

The Director, Independent Evaluation Group (IFC) (IEGI) is responsible for the operations evaluation function for IFC and assists the Director-General, Evaluation (DGE) in carrying out the DGE's mandate. IEGI's independent evaluation work encompasses:

- Evaluating operational programs and activities, including investment and technical assistance and advisory operations, and the strategies, policies and procedures that relate to them with particular attention to the achievement of agreed objectives for private sector development and the effects of investment activity.
- Assessing the quality and usefulness of IFC's evaluation processes and products, and participating in the formulation and continuous improvement of appropriate evaluation policies, practices and instruments.
- Identifying and disseminating lessons and making recommendations drawn from evaluation findings to contribute to improved operational performance, accountability for results, and corporate transparency.

The DGE is responsible for the management of IEGI's personnel, budget, and work program under the oversight of the Board's Committee on Development Effectiveness (CODE), and in consultation with the Executive Vice President, IFC (EVP). IEGI's functions and staff are organizationally independent from IFC operational and policy departments and decision-making.

The DGE appoints the Director, IEGI, in consultation with the EVP and the CODE Chair. The Director, IEGI, is appointed for a renewable term of 5 years, can only be removed by the DGE, is not removable without just cause, and is not eligible for employment in IFC on completion of assignment. The DGE is responsible for performance evaluation and salary review for the Director, IEGI, with the oversight of the CODE Chair. The Director, IEGI, is responsible for the selection, performance evaluation, salary review and promotion of IEGI staff, under the oversight of the DGE and in consultation with IFC's VP, Human Resources. For administrative purposes, the IEGI Director reports to the EVP.

IEGI's work programs and budgets are prepared independently from IFC's budget, under the oversight of the DGE, for endorsement by CODE and approval by the Board. IEGI's reports are the responsibility of the Director, IEGI, under the oversight of the DGE, and are transmitted to IFC's Board of Directors through the DGE, following IFC management review and opportunity to comment.

IEGI's access to IFC staff and records is unrestricted, and IFC managers facilitate visits to project sites and meetings with client, partner and Government representatives. Without compromising IEGI's independence, IEGI staff endeavors at all times to maintain close and continuing contact with IFC staff so that their views are adequately considered in IEGI reports, and the analyses and findings of these reports are understood. While IEGI does not issue instructions and is not involved in implementing operational practices and procedures, its work aims to reach specific conclusions and recommendations that follow from the evaluation findings. The Director, IEGI, participates in relevant meetings of the Portfolio Committee. IEGI maintains close relations with the IEGB in the Bank and IEGM in MIGA. The DGE reports to the Board of Directors of IFC about the quality, usefulness and objectivity of IFC's evaluation processes and products.

Independent Evaluation Group (MIGA)

Terms of Reference

The Director, Independent Evaluation Group (MIGA) (IEGM), is responsible for the operations evaluation function for MIGA and assists the Director-General, Evaluation (DGE) in carrying out the DGE's mandate. IEGM's independent evaluation work encompasses:

- Evaluating programs, guarantee projects, advisory and technical services, and the strategies, policies and procedures that relate to them with particular attention to the achievement of agreed objectives for private sector development and the effects of guarantee activity.
- Assessing the quality and usefulness of MIGA's evaluation processes and products, and participating in the formulation and continuous improvement of appropriate evaluation policies, practices and instruments.
- Identifying and disseminating lessons and making recommendations drawn from evaluation findings to contribute to improved operational performance, accountability for results, and corporate transparency.

The DGE is responsible for the management of IEGM's personnel, budget and work program under the oversight of the Board's Committee on Development Effectiveness (CODE), and in consultation with the Executive Vice President, MIGA (EVP). IEGM's functions and staff are organizationally independent from MIGA's operational and policy departments and decision-making.

The DGE appoints the Director, IEGM, in consultation with the EVP and the CODE Chair. The Director, IEGM, is appointed for a renewable term of 5 years, can only be removed by the DGE, is not removable without just cause, and is not eligible for employment in MIGA on completion of assignment. The DGE is responsible for performance evaluation and salary review for the Director, IEGM, with the oversight of the CODE Chair. The Director, IEGM, is responsible for the selection, performance evaluation, salary review and promotion of IEGM staff, under the oversight of the DGE and in consultation with the manager, Human Resources, for MIGA. For administrative purposes, the Director, IEGM reports to the EVP.

IEGM's work programs and budgets are prepared independently from MIGA's budget, under the oversight of the DGE, for endorsement by CODE and approval by the Board. IEGM's reports are the responsibility of the Director, IEGM, under the oversight of the DGE, and are transmitted to the Board of Directors of MIGA, through the DGE following MIGA management review and opportunity to comment.

IEGM's access to MIGA staff and records is unrestricted, and MIGA managers facilitate visits to project sites and meetings with client, partner and Government representatives. The use of this information by IEGM staff is subject to the same disclosure policies applicable to any staff of MIGA that has access to confidential information. Without compromising IEGM's independence, IEGM staff endeavors at all times to maintain close and continuing contact with MIGA staff so that their views are adequately considered in IEGM reports, and the analyses and findings of these reports are understood. While IEGM does not issue instructions and is not involved in implementing operational practices and procedures, its work aims to reach specific conclusions and recommendations that follow from the evaluation findings. The Director, IEGM participates in relevant meetings of Senior Management and Project Review, Finance and Guarantees Portfolio Committees. IEGM maintains close relations with IEGB in the Bank and IEGI in IFC. The DGE reports to the Board of Directors of MIGA about the quality, usefulness and objectivity of MIGA's evaluation processes and products.