Improving Development Results
Through Excellence in Evaluation

The Independent Evaluation Group (IEG) is charged with evaluating the activities of IBRD and IDA (the World Bank), the work of IFC in private sector development, and MIGA’s guarantee projects and services. The Director-General of IEG reports directly to the World Bank Group’s Board of Directors. The goals of evaluation are to provide an objective assessment of the results of the Bank Group’s work and to identify and disseminate lessons learned from experience.

IEG’s Approach

The purpose of IEG’s evaluation system has remained unchanged for more than 40 years: to assess the performance of Bank Group policies, programs, projects, and processes (accountability) and to learn what works in what context (lessons). As the scope of Bank Group operations and its portfolio of products have grown, IEG has continued to develop and adapt its approach to evaluating development effectiveness.

The diversity of projects and programs that the Bank Group employs to support public and private sector development requires that IEG use a variety of evaluation approaches. These approaches include assessing project outputs, outcomes, processes, functioning, performance, and expectations, or assessing what might have happened in the absence of the project, program, or policy (counterfactual analysis). For example, private sector investment projects are mainly assessed against absolute economic and financial performance criteria, while public sector projects are assessed in relation to their relevance and the efficacy and efficiency with which they contribute to development objectives.

To judge the Bank Group’s performance and identify lessons for improving Bank Group operations, IEG conducts not only project-level evaluations based on the review of self-evaluation reports prepared by Bank Group staff and supplemented by independent assessments, but also reviews of literature, analytical work, and project documentation; portfolio reviews; country case studies; structured interviews and surveys of staff and stakeholders; and impact evaluations.

IEG in a rapidly changing world

- Responds to emerging and strategic issues
- Undertakes forward-looking evaluations
- Focuses on key aspects of the Bank Group’s internal structure
- Promotes joint activities with external partners
- Increases attention to advisory and analytical services
- Enhances accountability and learning through greater outreach and dissemination
IEG is an independent unit within the World Bank Group. It reports directly to the Board of Executive Directors, which oversees IEG's work through its Committee on Development Effectiveness. The managements of the World Bank, IFC, and MIGA cannot conduct such activities or studies without their explicit approval or financial support.

Because of Its Independence, IEG Has a Unique Role

IEG is an independent unit within the World Bank Group. It reports directly to the Board of Executive Directors, which oversees IEG’s work through its Committee on Development Effectiveness. The managements of the World Bank, IFC, and MIGA cannot conduct such activities or studies without their explicit approval or financial support.

Finding What Works

IEG’s mandate is to carry out independent and objective evaluation of the strategies, policies, programs, projects, and corporate activities of the World Bank Group—which 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). With its accumulated knowledge of successes and failures at the project, country, sector, corporate, regional, and global levels, IEG draws lessons and shares the knowledge gained from its investigations across the World Bank Group and the wider international development community.

IEG evaluates the interventions of the World Bank Group to find what works, what does not work, and the reasons why. It identifies and disseminates the lessons of experience and offers recommendations drawn from these lessons. These efforts are intended to help improve the contributions of the World Bank Group to development results.

Why Does Independent Evaluation Matter?

Independent evaluation is an essential building block for effective development programs. It creates an objective basis for assessing results, providing accountability, and helping development practitioners to learn from experience. To ensure impartiality and transparency, the evaluation function needs to be independent of institutional management and free of conflict of interest. Knowledge of what works and what does not work can be mobilized more quickly. These recommendations on business regulations, and recommended greater transparency about these limitations. The recommendations have sparked continuing discussion both inside the World Bank Group and among outside audiences.

Influencing FC Investments in China

China is one of the most active participants in the World Bank’s Enhanced Energy Efficiency Fund. The goal of the fund was to promote commercial financing for energy efficiency through financial institutions. IEG found that the overall social return of the program was substantial—compared to high-risk carbon emission reductions.

IEG’s evaluation of the World Bank Group’s guarantee instruments found that guarantees have been effective in facilitating the flow of investment to high-risk sectors and countries. The use of guarantees has fallen short of expectations due to limited demand from project sponsors, but the evaluation found that guarantees have been effective in facilitating the flow of investment to high-risk sectors and countries.

Translating Evaluation Findings into Results

IEG’s evaluation of the Doing Business indicators clarified that these indicators measure a portion of the private cost of business regulations. IEG urged that the World Bank Group also report on what it learns from these studies. The evaluation also found that there were untapped areas of higher impact. It recommended the IFC program be more strategically focused on small and medium-size enterprises, where much greater energy savings and high potential emissions reductions could be realized. Both IFC and the government of China took steps to implement these recommendations.

Another evaluation examined how safeguards and sustainability policies helped to mitigate disaster-related scale and environmental risks in the World Bank Group’s projects. The evaluation highlighted the need for the Bank to consider its safeguard and sustainability policies when strengthening social and environmental safeguards. The evaluation also found that there were untapped areas of higher impact. It recommended that the IFC program be more strategically focused on small and medium-size enterprises, where much greater energy savings and high potential emissions reductions could be realized. Both IFC and the government of China took steps to implement these recommendations.
The world is being battered by financial crises, increasingly frequent natural disasters, and losing water and food strategies. The challenges faced by those fighting poverty have never been greater. Long-standing social issues underlie many of these pressing developments. And because development financing is limited, spending each dollar in the most effective manner has never been more important. This is where the work of the Independent Evaluation Group (IEG) comes in.

Finding What Works
IEG’s mandate is to identify why projects work, what does not work, and the reasons why. It identifies and disseminates the lessons of experience and often recommendations drawn from these findings. These efforts are intended to help improve the contributions of the World Bank Group to development results.

Why Does Independent Evaluation Matter?
IEG is an independent unit within the World Bank Group. It oversees IEG’s work through its Committee on Development Effectiveness. The managements of the World Bank, IFC, and MIGA cannot alter study findings or prevent their release. This independence allows IEG to add accountability and reliability to the IFC and MIGA’s understanding of the institutions’ activities.

Because of its Independence, IEG Has a Unique Role
IEG is an independent unit within the World Bank Group. It reports directly to the Board of Executive Directors, which oversees IEG’s work through its Committee on Development Effectiveness. The managements of the World Bank, IFC, and MIGA cannot alter study findings or prevent their release. This independence allows IEG to add accountability and reliability to the IFC and MIGA’s understanding of the institutions’ activities.

Why Does Independent Evaluation Matter?
IEG is an independent unit within the World Bank Group. It oversees IEG’s work through its Committee on Development Effectiveness. The managements of the World Bank, IFC, and MIGA cannot alter study findings or prevent their release. This independence allows IEG to add accountability and reliability to the IFC and MIGA’s understanding of the institutions’ activities.

Because of its Independence, IEG Has a Unique Role
IEG is an independent unit within the World Bank Group. It reports directly to the Board of Executive Directors, which oversees IEG’s work through its Committee on Development Effectiveness. The managements of the World Bank, IFC, and MIGA cannot alter study findings or prevent their release. This independence allows IEG to add accountability and reliability to the IFC and MIGA’s understanding of the institutions’ activities.

Why Does Independent Evaluation Matter?
IEG is an independent unit within the World Bank Group. It oversees IEG’s work through its Committee on Development Effectiveness. The managements of the World Bank, IFC, and MIGA cannot alter study findings or prevent their release. This independence allows IEG to add accountability and reliability to the IFC and MIGA’s understanding of the institutions’ activities.

Because of Its Independence, IEG Has a Unique Role
IEG is an independent unit within the World Bank Group. It reports directly to the Board of Executive Directors, which oversees IEG’s work through its Committee on Development Effectiveness. The managements of the World Bank, IFC, and MIGA cannot alter study findings or prevent their release. This independence allows IEG to add accountability and reliability to the IFC and MIGA’s understanding of the institutions’ activities.
The world is being buffeted by financial crises, increasingly frequent natural disasters, and looming conflicts of interest. The experiences of success and failure. "All large organizations…if they're honest with themselves, will admit to recommendations based on lessons of experience. MIGA cannot alter study findings or prevent their release. This oversees IEG's work through its Committee on Development and the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA). With its accumulated knowledge of successes and failures at the project, country, sector, corporate, regional, and global levels, IEG draws lessons and shares the knowledge gained from its investigations across the World Bank Group and the wider international development community. IEG provides a variety of country, sector, and thematic evaluations designed to improve accountability and results.

IEG’s mandate is to carry out independent and objective evaluation of the strategies, policies, programs, projects, and corporate activities of the World Bank Group—which 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). With its accumulated knowledge of successes and failures at the project, country, sector, corporate, regional, and global levels, IEG draws lessons and shares the knowledge gained from its investigations across the World Bank Group and the wider international development community.

Finding What Works
IEG’s evaluation of the interventions of the World Bank Group focused on what works, what does not work, and the reasons why it identifies and disseminates the lessons of experience and offers recommendations drawn from those findings. These efforts are intended to help improve the contributions of the World Bank Group to development results.

Why Does Independent Evaluation Matter?
Independent evaluation is an essential building block for effective development programs. It creates an objective basis for assessing results, providing accountability, and helping development practitioners to learn from experience. To ensure impartiality and transparency, the evaluation function needs to be independent of institutional management and free of conflicts of interest.

Knowing what works and what does not work can be challenging. Development practitioners achieve their development objectives. Evaluation provides evidence of what works in a specific development area, in a given country context, and on how results vary across different situations. The use of evaluation findings can save time and money, as development practitioners can learn from others' experience. Relying on evidence-based policy making and stronger accountability, evaluation can help decision makers identify ways to have better development results.

Products and Services
IEG’s mandate is to carry out independent and objective evaluation of the strategies, policies, programs, projects, and corporate activities of the World Bank Group—which 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). With its accumulated knowledge of successes and failures at the project, country, sector, corporate, regional, and global levels, IEG draws lessons and shares the knowledge gained from its investigations across the World Bank Group and the wider international development community.

Because of Its Independence, IEG Has a Unique Role
IEG is an independent unit within the World Bank Group. It reports directly to the Board of Executive Directors, which oversees IEG’s work through its Committee on Development Effectiveness. The management of the World Bank Group, and MIGA cannot conduct any study findings or prevent their release. This independence allows IEG to address accountability issues and to set the standards of accountability on lessons of experience.

Corporation, or the Independent Evaluation Group (IEG), can help.

With greater monitoring and evaluation capacity, governments and their Independent Evaluation Group (IEG) can help. To help countries develop their own monitoring and evaluation capacity, IEG is the World Bank Group and the wider international development community.

The world is being buffeted by financial crises, increasingly frequent natural disasters, and looming conflicts of interest. Yet the experiences of success and failure. "All large organizations…if they’re honest with themselves, will admit to recommendations based on lessons of experience. MIGA cannot alter study findings or prevent their release. This oversees IEG’s work through its Committee on Development Effectiveness. The management of the World Bank Group, and the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA). With its accumulated knowledge of successes and failures at the project, country, sector, corporate, regional, and global levels, IEG draws lessons and shares the knowledge gained from its investigations across the World Bank Group and the wider international development community.

Finding What Works
IEG’s evaluation of the interventions of the World Bank Group focused on what works, what does not work, and the reasons why it identifies and disseminates the lessons of experience and offers recommendations drawn from those findings. These efforts are intended to help improve the contributions of the World Bank Group to development results.

Why Does Independent Evaluation Matter?
Independent evaluation is an essential building block for effective development programs. It creates an objective basis for assessing results, providing accountability, and helping development practitioners to learn from experience. To ensure impartiality and transparency, the evaluation function needs to be independent of institutional management and free of conflicts of interest.

Knowing what works and what does not work can be challenging. Development practitioners achieve their development objectives. Evaluation provides evidence of what works in a specific development area, in a given country context, and on how results vary across different situations. The use of evaluation findings can save time and money, as development practitioners can learn from others' experience. Relying on evidence-based policy making and stronger accountability, evaluation can help decision makers identify ways to have better development results.

Products and Services
IEG’s mandate is to carry out independent and objective evaluation of the strategies, policies, programs, projects, and corporate activities of the World Bank Group—which 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). With its accumulated knowledge of successes and failures at the project, country, sector, corporate, regional, and global levels, IEG draws lessons and shares the knowledge gained from its investigations across the World Bank Group and the wider international development community.

Because of Its Independence, IEG Has a Unique Role
IEG is an independent unit within the World Bank Group. It reports directly to the Board of Executive Directors, which oversees IEG’s work through its Committee on Development Effectiveness. The management of the World Bank Group, and MIGA cannot conduct any study findings or prevent their release. This independence allows IEG to address accountability issues and to set the standards of accountability on lessons of experience.

Corporation, or the Independent Evaluation Group (IEG), can help. With greater monitoring and evaluation capacity, governments and their independent Evaluation Group (IEG) can help. To help countries develop their own monitoring and evaluation capacity, IEG is the World Bank Group and the wider international development community.

Finding What Works
IEG’s evaluation of the interventions of the World Bank Group focused on what works, what does not work, and the reasons why it identifies and disseminates the lessons of experience and offers recommendations drawn from those findings. These efforts are intended to help improve the contributions of the World Bank Group to development results.

Why Does Independent Evaluation Matter?
Independent evaluation is an essential building block for effective development programs. It creates an objective basis for assessing results, providing accountability, and helping development practitioners to learn from experience. To ensure impartiality and transparency, the evaluation function needs to be independent of institutional management and free of conflicts of interest.

Knowing what works and what does not work can be challenging. Development practitioners achieve their development objectives. Evaluation provides evidence of what works in a specific development area, in a given country context, and on how results vary across different situations. The use of evaluation findings can save time and money, as development practitioners can learn from others’ experience. Relying on evidence-based policy making and stronger accountability, evaluation can help decision makers identify ways to have better development results.

Products and Services
IEG’s mandate is to carry out independent and objective evaluation of the strategies, policies, programs, projects, and corporate activities of the World Bank Group—which 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). With its accumulated knowledge of successes and failures at the project, country, sector, corporate, regional, and global levels, IEG draws lessons and shares the knowledge gained from its investigations across the World Bank Group and the wider international development community.

Because of Its Independence, IEG Has a Unique Role
IEG is an independent unit within the World Bank Group. It reports directly to the Board of Executive Directors, which oversees IEG’s work through its Committee on Development Effectiveness. The management of the World Bank Group, and MIGA cannot conduct any study findings or prevent their release. This independence allows IEG to address accountability issues and to set the standards of accountability on lessons of experience.

Corporation, or the Independent Evaluation Group (IEG), can help. With greater monitoring and evaluation capacity, governments and their independent Evaluation Group (IEG) can help. To help countries develop their own monitoring and evaluation capacity, IEG is the World Bank Group and the wider international development community.

Finding What Works
IEG’s evaluation of the interventions of the World Bank Group focused on what works, what does not work, and the reasons why it identifies and disseminates the lessons of experience and offers recommendations drawn from those findings. These efforts are intended to help improve the contributions of the World Bank Group to development results.

Why Does Independent Evaluation Matter?
Independent evaluation is an essential building block for effective development programs. It creates an objective basis for assessing results, providing accountability, and helping development practitioners to learn from experience. To ensure impartiality and transparency, the evaluation function needs to be independent of institutional management and free of conflicts of interest.

Knowing what works and what does not work can be challenging. Development practitioners achieve their development objectives. Evaluation provides evidence of what works in a specific development area, in a given country context, and on how results vary across different situations. The use of evaluation findings can save time and money, as development practitioners can learn from others’ experience. Relying on evidence-based policy making and stronger accountability, evaluation can help decision makers identify ways to have better development results.

Products and Services
IEG’s mandate is to carry out independent and objective evaluation of the strategies, policies, programs, projects, and corporate activities of the World Bank Group—which 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). With its accumulated knowledge of successes and failures at the project, country, sector, corporate, regional, and global levels, IEG draws lessons and shares the knowledge gained from its investigations across the World Bank Group and the wider international development community.

Because of Its Independence, IEG Has a Unique Role
IEG is an independent unit within the World Bank Group. It reports directly to the Board of Executive Directors, which oversees IEG’s work through its Committee on Development Effectiveness. The management of the World Bank Group, and MIGA cannot conduct any study findings or prevent their release. This independence allows IEG to address accountability issues and to set the standards of accountability on lessons of experience.

Corporation, or the Independent Evaluation Group (IEG), can help. With greater monitoring and evaluation capacity, governments and their independent Evaluation Group (IEG) can help. To help countries develop their own monitoring and evaluation capacity, IEG is the World Bank Group and the wider international development community.

Finding What Works
IEG’s evaluation of the interventions of the World Bank Group focused on what works, what does not work, and the reasons why it identifies and disseminates the lessons of experience and offers recommendations drawn from those findings. These efforts are intended to help improve the contributions of the World Bank Group to development results.

Why Does Independent Evaluation Matter?
Independent evaluation is an essential building block for effective development programs. It creates an objective basis for assessing results, providing accountability, and helping development practitioners to learn from experience. To ensure impartiality and transparency, the evaluation function needs to be independent of institutional management and free of conflicts of interest.

Knowing what works and what does not work can be challenging. Development practitioners achieve their development objectives. Evaluation provides evidence of what works in a specific development area, in a given country context, and on how results vary across different situations. The use of evaluation findings can save time and money, as development practitioners can learn from others’ experience. Relying on evidence-based policy making and stronger accountability, evaluation can help decision makers identify ways to have better development results.

Products and Services
IEG’s mandate is to carry out independent and objective evaluation of the strategies, policies, programs, projects, and corporate activities of the World Bank Group—which 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). With its accumulated knowledge of successes and failures at the project, country, sector, corporate, regional, and global levels, IEG draws lessons and shares the knowledge gained from its investigations across the World Bank Group and the wider international development community.

Because of Its Independence, IEG Has a Unique Role
IEG is an independent unit within the World Bank Group. It reports directly to the Board of Executive Directors, which oversees IEG’s work through its Committee on Development Effectiveness. The management of the World Bank Group, and MIGA cannot conduct any study findings or prevent their release. This independence allows IEG to address accountability issues and to set the standards of accountability on lessons of experience.
The world is being buffeted by financial crises, increasingly frequent natural disasters, and looming social issues. Long-standing social issues underlie many of these pressing developments. And because development financing is limited, spending each dollar in the most effective manner is more important than ever. The managements of the World Bank, IFC, and MIGA cannot alter study findings or prevent their release. This independence allows IEG to address accountability issues and to learn from experience. To ensure impartiality and objectivity, the evaluation function needs to be independent of institutional management and free of influence or control by the managed organizations. Transparency about these limitations is important. The recommendations have sparked continuing discussion both inside the World Bank Group and among outside audiences.

Influencing IFC Investments in China
In 2006, IFC invested in the China Utility-Based Energy Efficiency Finance Program. The goal of the program was to promote commercial financing for energy efficiency through local financial institutions. IEG found that the overall social returns of the program were substantial—sharp reductions in carbon emissions were accompanied by private gains through energy savings for participating companies. IEG also found that the overall social returns of the program were substantial—sharp reductions in carbon emissions were accompanied by private gains through energy savings for participating companies. The evaluation of the World Bank Group’s guarantee instruments found that guarantees have been effective in facilitating the flow of investment to high-risk sectors. The evaluation also found that these instruments had certain limitations. The recommendations have sparked continuing discussion both inside the World Bank Group and among outside audiences.

Acknowledging Institutional Effectiveness in MIGA
The evaluation of the World Bank Group’s guarantee instruments found that guarantees have been effective in facilitating the flow of investment to high-risk sectors. The use of guarantees has taken on new significance due to recent international developments. In 2001, MIGA amended its Convention and Operational Regulations, giving it more flexibility to adapt to market trends, and signed a joint marketing agreement with IFC. MIGA has since improved its monitoring and evaluation capacity, and enhanced its flexibility to respond to the challenges of new and changing risk environments. The evaluation findings served as an input for a new emergency policy and the creation of a Global Fund for Disaster Risk Reduction. They also provided a basis for IEG’s guidance on the Bank Group’s response to the earthquakes in Haiti and Chile, as well as the floods in Pakistan and West Africa.

The evaluation examined how IEG’s policies and its relative independence helped to integrate (or at least large-scale social and environmental risks in the World Bank Group’s projects). The evaluation highlighted the need for the Bank Group to focus on its sustainability and social policies and improve the coverage of social effects. IEG also recommended that the Bank conduct a 24-month consultation process that will lead to a comprehensive update of its operational guidelines and that the World Bank Group not use country rankings and scores for test purposes. Also included were recommendations on country rankings based on such measures. The recommendations have sparked continuing discussion both inside the World Bank Group and among outside audiences.
Improving Development Results
Through Excellence in Evaluation

The Independent Evaluation Group (IEG) is charged with evaluating the activities of IBRD and IDA (the World Bank), the work of IFC in private sector development, and MIGA’s guarantee projects and services. The Director-General of IEG reports directly to the World Bank Group’s Board of Directors. The goals of evaluation are to provide an objective assessment of the results of the Bank Group’s work and to identify and disseminate lessons learned from experience.

IEG’s Approach
The purpose of IEG’s evaluation system has remained unchanged for more than 40 years: to assess the performance of Bank Group policies, programs, projects and processes (accountability) and to learn what works in what context (lessons). As the scope of Bank Group operations and its portfolio of products have grown, IEG has continued to develop and adapt its approach to evaluating development effectiveness.

The diversity of projects and programs that the Bank Group employs to support public and private sector development requires that IEG use a variety of evaluation approaches. These approaches include assessing outcomes against stated objectives, benchmarks, standards, and expectations, or assessing what might have happened in the absence of the project, program or policy (counterfactual analysis). For example, private sector investment projects are mainly assessed against absolute economic and financial performance criteria and the extent to which they contribute to private sector development. Public sector projects are assessed in relation to their relevance and the efficacy and efficiency with which they contribute to development objectives.

To judge the Bank Group’s performance and identify lessons for improving Bank Group operations, IEG conducts not only project-level evaluations, based on the review of self-evaluation reports prepared by Bank Group staff and supplemented by independent assessments, but also reviews of literature, analytical work, and project documentation; portfolio reviews; country case studies; structured interviews and surveys of staff and stakeholders; and impact evaluations.

Development Effectiveness... ...Evaluative Excellence
Improving Development Results
Through Excellence in Evaluation

The Independent Evaluation Group (IEG) is charged with evaluating the activities of IBRD and IDA (the World Bank), the work of IFC in private sector development, and MIGA’s guarantee projects and services. The Director-General of IEG reports directly to the World Bank Group’s Board of Directors. The goals of evaluation are to provide an objective assessment of the results of the Bank Group’s work and to identify and disseminate lessons learned from experience.

IEG’s Approach

The Independent Evaluation Group (IEG) has been charged with evaluating the performance and impact of Bank Group activities, programs, projects, and processes (accountability) and to learn what works in what context (lessons). The Director-General of IEG reports directly to the World Bank Group’s Board of Directors. The goals of evaluation are to provide an objective assessment of the results of the Bank Group’s work and to identify and disseminate lessons learned from experience.

IEG in a rapidly changing world

- Responds to emerging and strategic issues
- Undertakes forward-looking evaluations
- Focuses on key aspects of the Bank Group’s internal structure
- Promotes joint activities with external partners
- Increases attention to advisory and analytical services
- Enhances accountability and learning through greater outreach and dissemination

The Independent Evaluation Group (IEG) is charged with evaluating the activities of IBRD and IDA (the World Bank), the work of IFC in private sector development, and MIGA’s guarantee projects and services. The Director-General of IEG reports directly to the World Bank Group’s Board of Directors. The goals of evaluation are to provide an objective assessment of the results of the Bank Group’s work and to identify and disseminate lessons learned from experience.

Independent Evaluation Group
1818 H Street, NW
Washington, DC 20433
T: 202-458-4497
F: 202-522-3125
www.worldbank.org/ieg
ieg@worldbank.org

Photos courtesy of Geoff Brown, Curt Carnemark/World Bank, Asita R. De Silva/World Bank, Jouni Martti Eerikainen/IFC, Silke Heuser/World Bank, Min Joo Kang, World Bank Simone D. McCourtie/World Bank, Tran Thi Hoa/World Bank

The Independent Evaluation Group (IEG) is charged with evaluating the activities of IBRD and IDA (the World Bank), the work of IFC in private sector development, and MIGA’s guarantee projects and services. The Director-General of IEG reports directly to the World Bank Group’s Board of Directors. The goals of evaluation are to provide an objective assessment of the results of the Bank Group’s work and to identify and disseminate lessons learned from experience.

IEG’s Approach

The purpose of IEG’s evaluation system has remained unchanged for more than 40 years: to assess the performance of Bank Group policies, programs, projects, and processes (accountability) and to learn what works in what context (lessons). As the scope of Bank Group operations and its portfolio of products have grown, IEG has continued to develop and adapt its approach to evaluating development effectiveness.

The diversity of policies and programs that the Bank Group employs to support public and private sector development requires that IEG use a variety of evaluation approaches. These approaches include assessing outcomes against stated objectives, benchmarks, standards, and expectations, or assessing what might have happened in the absence of the project, program, or policy (counterfactual analysis). For example, private sector investment projects are mainly assessed against absolute economic and financial performance criteria and the extent to which they contribute to private sector development. Public sector projects are assessed in relation to their relevance and the efficacy and efficiency with which they contribute to the Bank Group’s goals.

To judge the Bank Group’s performance and identify lessons for improving Bank Group operations, IEG conducts a variety of evaluations based on the review of self-evaluation reports prepared by Bank Group staff and supplemented by independent assessments. For example, a review of a selected product, sector, or region is conducted and its conclusions are disseminated. Portfolio reviews, country case studies, structured interviews and surveys of staff and stakeholders, and impact evaluations.

Development Effectiveness...
...Evaluative Excellence
Improving Development Results
Through Excellence in Evaluation

The Independent Evaluation Group (IEG) is charged with evaluating the activities of IBRD and IDA (the World Bank), the work of IFC in private sector development, and MIGA’s guarantee projects and services. The Director-General of IEG reports directly to the World Bank Group’s Board of Directors. The goals of evaluation are to provide an objective assessment of the results of the Bank Group’s work and to identify and disseminate lessons learned from experience.

IEG’s Approach
The purpose of IEG’s evaluation system has remained unchanged for more than 40 years: to assess the performance of Bank Group policies, programs, projects and processes (accountability) and to learn what works in what context (lessons). As the scope of Bank Group operations and the portfolio of products have grown, IEG has continued to develop and adapt its approach to evaluating development effectiveness.

The diversity of projects and programs that the Bank Group employs to support public and private sector development requires that IEG use a variety of evaluation approaches. These approaches include assessing impact, output, input, objectives, performance, achievement, standards, and expectations, or assessing what might have happened in the absence of the project, program or policy (counterfactual analysis). For example, private sector investment projects are mostly assessed against absolute economic and financial performance criteria and the extent to which they contribute to private sector development. Public sector projects are assessed in relation to their relevance and the efficacy and efficiency with which they contribute to development objectives.

To judge the Bank Group’s performance and identify lessons for improving Bank Group operations, IEG conducts not only project-based evaluations, based on the review of self-evaluation reports prepared by Bank Group staff and supplemented by independent assessments, but also reviews of literature, analytical work, and project documentation; portfolio reviews; country case studies; structured interviews and surveys of staff and stakeholders; and impact evaluations.

IEG in a rapidly changing world
- Responds to emerging and strategic issues
- Undertakes forward-looking evaluations
- Focuses on key aspects of the Bank Group’s internal structure
- Promotes joint activities with external partners
- Increases attention to advisory and analytical services
- Enhances accountability and learning through greater outreach and dissemination

Development Effectiveness...
...Evaluative Excellence