

## APPENDIX C: IEG'S SELF-EVALUATION: IMPROVING EFFECTIVENESS

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### Overview

IEG contributes to the Bank's effectiveness by supporting the Board's oversight function and promoting learning within the Bank and the development community. One tool to gather feedback on IEG's work is a client survey, albeit any such survey has limitations, with respect to sample size and scale of response. The most recent survey found that among respondents, both inside and outside the Bank, there was some increase in awareness of IEG's products. Compared with earlier years, an increasing proportion of respondents reported general satisfaction with the quality and timeliness of IEG products. But they gave IEG lower marks for depth of analysis and incorporation of all available information. The use of evaluations for oversight among World Bank Executive Directors who responded to the survey remains high. Use of evaluation findings in the design of new operations by respondents who are operational staff was higher in 2007 than a year earlier, but remains low.

The lower ratings for operational use and satisfaction with depth of analysis point to the challenge of finding the right breadth and length for IEG products. IEG's work program for fiscal 2009–11, discussed with CODE in May 2008, assembles a good mix of activities, including increased emphasis on newer products such as CASCR reviews, clustered Project Performance Assessment Reports, and quicker turnaround reports on selected major issues of topical interest.

Beyond client feedback, the Management Action Record (MAR) allows IEG to track its recommenda-

tions from sector, thematic, and corporate evaluations. Bank management is accountable to the Board for follow-up. The MAR tracks the level of adoption and the status of individual recommendations. It presents management's ratings on these two indicators and IEG's assessment of the same.

The 2008 MAR shows a continuing high level of agreement by the Bank with IEG's recommendations. Some 96 percent of IEG proposals made in the last three years' evaluations have been accepted by the Bank. In terms of the Bank then adopting those recommendations and putting them into practice, some 95 percent have been adopted with medium, substantial, or high ratings, a level slightly above the previous year. However, the share of recommendations adopted with substantial or high ratings was 42 percent, which is below the level of previous years.

Going forward, the challenge is for IEG to continue producing high-quality evaluations with sensible and practical recommendations, retain the high level of agreement on those recommendations, and for the Bank to lift its intensity of adoption and implementation.

### Improving IEG's Effectiveness

This appendix provides an overview of IEG's role in improving the Bank's development effectiveness. It includes a results framework that links IEG's mandate and objectives to its operations. Within this framework, the appendix updates IEG's efforts to increase its evaluation focus on results. The appendix includes findings from the annual client survey, an update on the communications and outreach strategy, and the status of the MAR.

## IEG's Results Framework

IEG has three functions in improving development effectiveness. First, it provides accountability by independently reporting on the results achieved by Bank operations. Second, it distills the Bank's operational experience into knowledge of what works and why, and makes that knowledge widely available to Bank personnel and the global development community. Third, it supports client governments with its technical knowledge on M&E through its evaluation capacity development activities.

IEG has a mandate to assess "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."<sup>1</sup> By reporting the results of its evaluations to the Board of Directors and communicating the findings and lessons from its work to Bank management, operational staff, and the development community, IEG expects to increase the Bank's effectiveness and influence Bank and client country decisions on policies, programs, and procedures. While fully independent,<sup>2</sup> IEG is placed within the Bank to maximize its operational effectiveness and to provide operational staff and strategic decision makers with knowledge that helps them work more effectively.

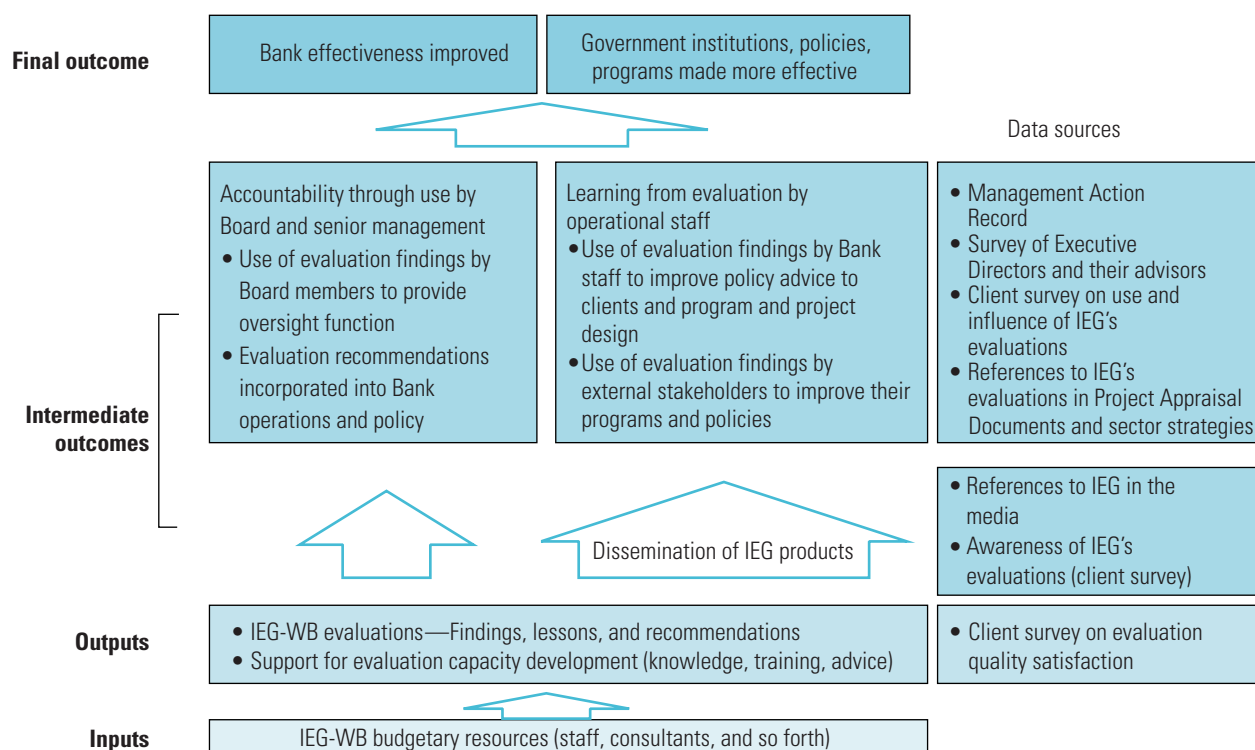
IEG's results chain is summarized in figure C.1, and related to measures of performance that have been collected for this report. IEG's outputs are the findings, lessons, and recommendations from its evaluations, and evaluation capacity support in client countries. Dissemination efforts are the intermediate step between outputs and outcomes. For IEG's accountability function, the intermediate outcomes of these outputs are the use of evaluations by the Board to fulfill its oversight function, and the incorporation of IEG recommendations in Bank internal policies and procedures. For IEG's function as a knowledge provider, the intermediate outcome of IEG's outputs is the influence and use of these outputs to improve the Bank's policy advice and program and project design. It also includes use of these outputs by external partners to improve their development work.

The final outcome for IEG outputs is the use of IEG knowledge about what works and why, leading to improved effectiveness of Bank operations, and development assistance in general, in reducing poverty. For example, IEG's evaluation of regional programs has contributed significantly to the recognition of the importance of regional approaches for the delivery of global public goods (GPGs) by the Bank.<sup>3</sup> Outside the Bank, the Bill and Melinda Gates Foundation used IEG's recent evaluation of World Bank Assistance to Agriculture in Sub-Saharan Africa (2007d) as one of the main sources for the development of its agriculture strategy. The Bank's operational staff, management, Board, and external clients use IEG's outputs to strengthen actions taken in client countries. Measures that attribute achievement of the final outcome to IEG, however, are difficult to construct.

Underscoring the importance of the above results framework, the 2006 AROE recommended that "To further strengthen IEG's contribution to the workings of the results agenda in the World Bank Group, IEG should continue to follow its own results framework and monitor it through the AROE. Its focus on the usefulness of evaluation findings for its core audiences should be enhanced: for the **Board** through oversight, for **management** through the incorporation of recommendations into Bank policies and strategies, for **Bank staff** through the use of evaluation findings for policy advice to country partners and in project design, for **external partners** through the use of evaluation findings to improve their programs and policies, and for the **countries** more broadly. In playing this role, IEG should specifically:

- Improve the timeliness of its evaluations,
- Strengthen the operational relevance of the findings, and
- Increase access to and exchange of the lessons."

This appendix describes the key links in IEG's results chain, giving special attention to the recommendations from last year, and highlights recent developments in the results of IEG's

**Figure C.1: IEG Results Chain**

Source: IEG.

approach. First, it looks at the activities IEG has undertaken to improve its output and the achievement of outcomes; and second, it analyzes the change in indicators that measure the quality of outputs and achievement of IEG's outcomes.

### IEG's Outputs: Increasing Relevance and the Focus on Learning

At the product level, IEG has continued its line of quickly produced papers that address immediate needs for evaluative findings and lessons of experience, in the form of notes, presentations, or briefing papers. IEG's short papers, in 2007, on governance received especially positive feedback. IEG's work plan for fiscal 2009–11 continues the shift to fewer and more influential evaluations, including some shorter, topical products, and an increasing number of evaluations conducted jointly across IEG (World Bank, International Finance Corporation, and Multilateral Investment Guarantee Association).

At the level of country evaluation, the adoption of CASCR reviews<sup>4</sup> represents a major shift in the Bank's evaluation system, because it ensures systematic evaluation coverage of CAS results. In CASCR reviews, IEG reviews the relevance of the CAS to the country's development priorities, implementation of the country program, achievement of CAS objectives, and the quality of the CASCR itself. IEG then gives a rating for CAS implementation and Bank performance.<sup>5</sup> As of March 2008, IEG has reviewed 59 CASCRs, 17 of which were completed in fiscal 2007. Going forward, IEG is planning to review up to 30 CASCRs each year. Besides its rating function, the CASCR review is intended as a learning tool that distills lessons learned from implementation of the preceding CAS for incorporation into the design and implementation of the following CAS. To make its country reviews more useful and relevant, IEG is also planning an enhanced CASCR review, which would combine the timely

delivery of IEG's results, when the new CAS is discussed at the Board, with the insights of a country mission which would allow a much more thorough assessment of CAS achievements and challenges by IEG.

It has to be noted, however, that the existing process limits the effectiveness of the CASCR review as a learning tool. IEG receives the final CASCR for validation when the preparation of the new CAS is nearly complete. Therefore, it may be too late for the country team to incorporate much, if any, of IEG's findings directly into the CAS document. But lessons learned on the implementation of the CAS should be considered by the country team as it moves to implement the new CAS. This issue has not been addressed so far. In the case of enhanced CASCR reviews, it would be even more important because these would need more preparation time.

To create incentives within the Bank for good performance in design, implementation, M&E, and development effectiveness, IEG has been giving annual Good Practice Awards to operations that exemplify strong performance in these areas.<sup>6</sup> In addition to providing incentives for high performance, the awards heighten the profile of operations that offer examples of good practices. To foster the exchange of lessons between operational staff and to highlight the

importance of mutual learning, IEG added a learning event to the 2007 and 2008 awards ceremonies (see box C.1).

### Deepening Strategic Partnerships

IEG's success in achieving greater focus on results and learning requires strategic partnerships. For example, to capitalize on the impact evaluation expertise available in other groups in the Bank, IEG has been collaborating with the thematic group for poverty analysis, monitoring, impact evaluation, and the Development Economics Department. Together, the three groups organized a two-day event in January 2008, *Making Smart Policy: Using Impact Evaluation for Policy Making*.

**Evaluation capacity development.** IEG is strengthening its support of results-oriented monitoring and evaluation systems and capacities in client countries. As a result of its 2004 self-evaluation of evaluation capacity development, IEG refocused its high-intensity support on a few targeted, demonstration countries while maintaining low-intensity support to a much broader range of countries. In recent years, these efforts were particularly evident for Colombia, Mexico, and China, and this support will now be extended to other regions. Also, in June 2008, IEG hosted the annual International Program in Development Evaluation Training (IPDET), in collaboration with Carleton University, for the eighth time. This

#### Box C.1: IEG Good Practice Awards: Secrets of Successful Operations—An IEG Learning Event

Since 2004, the World Bank's Independent Evaluation Group (IEG) has selected a small number of winners, from among operations evaluated in the previous fiscal year, for its Annual Good Practice Awards. The main objective is to highlight exemplary design, implementation, and self-evaluation in Bank projects and country programs, and to create incentives among Bank staff for greater learning from evaluation, to enhance development effectiveness.

To facilitate replication of these good practices in other operations, in 2007 and 2008, IEG invited Good

Practice Award winners to share their experiences and lessons learned with other Bank staff in a learning event, Secrets of Successful Operations. In these engaging discussions, Bank experts—including award winners from the Europe and Central Asia and the Latin America and Caribbean Regions, who led the way in using evaluation effectively—helped identify the challenges they faced in their work and what they did to address them. The experts offered lessons for future operations and participants were encouraged to identify specific lessons to apply to their own work.

four-week course draws broad interest from evaluation professionals and policy makers worldwide. In addition, IEG has a formal partnership with the Chinese government to help develop a regional center for development evaluation training in Shanghai, and a regional version of the development evaluation training is offered there on a twice-yearly basis. Since its inception in 2001, more than two thousand practitioners have participated in the International Program in Development Evaluation Training. Evaluation capacity development products on M&E methodology, impact evaluation, and influential evaluations consistently draw strong interest among practitioners.

**Harmonizing development evaluation.** As the largest and oldest of the evaluation units in the multilateral development banks, IEG has taken a leadership role in harmonization efforts among the international evaluation community. IEG has actively promoted harmonization of development evaluation methods through the multilateral development banks' Evaluation Cooperation Group, the Development Assistance Committee Evaluation Network, and the United Nations Evaluation Group. The Evaluation Cooperation Group has developed good practice standards for evaluation of both public and private sector development work. Member institutions have been benchmarked against these standards. Beyond that, IEG led the work on a joint Evaluation Cooperation Group paper synthesizing findings and lessons on the linkages between infrastructure and environment operations. IEG took the lead in creating the Network of Networks on Impact Evaluation, with members such as the Development Assistance Committee Evaluation Network, the Evaluation Cooperation Group, and the United Nations Evaluation Group, as well as developing countries and NGOs. IEG is providing the secretariat for this group, which is developing good practice standards for development impact evaluation and promoting impact evaluations of development work. IEG also led the Development Assistance Committee Evaluation Network's work on developing good practice standards and guidelines for evaluating global and regional programs.

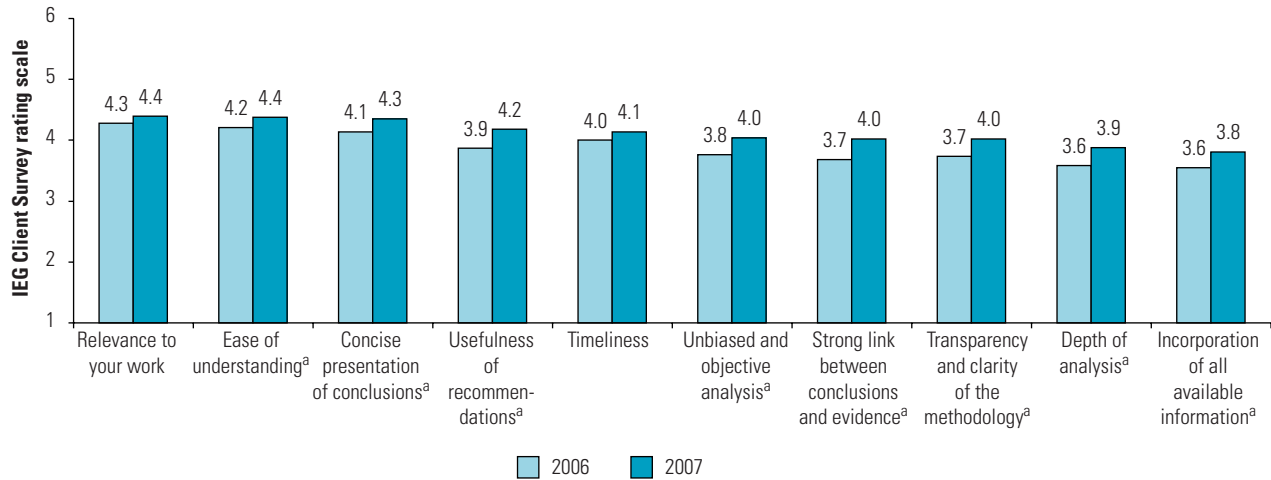
### Quality and Relevance of IEG Outputs: Results of the 2007 Client Survey

IEG measures the quality and relevance of its outputs as part of its annual internal and external client surveys. The 2007 surveys asked target audiences for their views of IEG products prepared in 2006 and 2007, including 5 sector and thematic studies, 5 corporate reports, 6 CAEs, about 40 Project Performance Assessment Reports, and an evaluation capacity development report. IEG surveyed a targeted sample of 4,218 internal clients, consisting of Bank staff and Executive Directors and their advisors. The response rate was 24 percent, as compared with 22 percent last year.<sup>7</sup> The survey of external clients on published evaluations approached a sample of 6,238 individuals and achieved a response rate of 19 percent. Given these response rates, it has to be noted that the survey results are indicative for respondents, but cannot be generalized to the surveyed population.

**Readership and awareness.** Sixty-one percent of Bank staff who responded to the most recent annual client survey (2007) were aware of the evaluation for which they were surveyed. This is above the 56 percent in 2006 and continues the trend of increasing awareness of IEG products among Bank staff respondents, only 39 percent of whom indicated awareness in 2004. Among respondents to the external survey, 75 percent were aware of the evaluation for which they were surveyed, compared with 76 percent in 2006.

**The quality of IEG evaluations.** As shown in figure C.2, Bank staff were asked to rate their satisfaction with IEG's evaluation for 10 attributes of quality on a six-point scale. Bank staff respondents were more satisfied with the quality of IEG products in 2007 than in 2006, across all attributes of quality. Bank staff respondents continue to report highest satisfaction with the relevance of IEG's evaluations to their work, with 80 percent of respondents rating it 4 or higher, the highest rating in the past four years. Bank staff respondents continue to be least satisfied with the incorporation of all available information and the depth of analysis, with 63 percent and 66 percent of respondents expressing their satisfaction, respectively.

**Figure C.2: Bank Staff Satisfaction with Quality of IEG Evaluations Improved in 2007**



Source: IEG data.

Note: Bars show the means on a six-point scale, where 1 = highly unsatisfied, and 6 = highly satisfied. The sample size for 2006 is 292, for 2007 is 417.

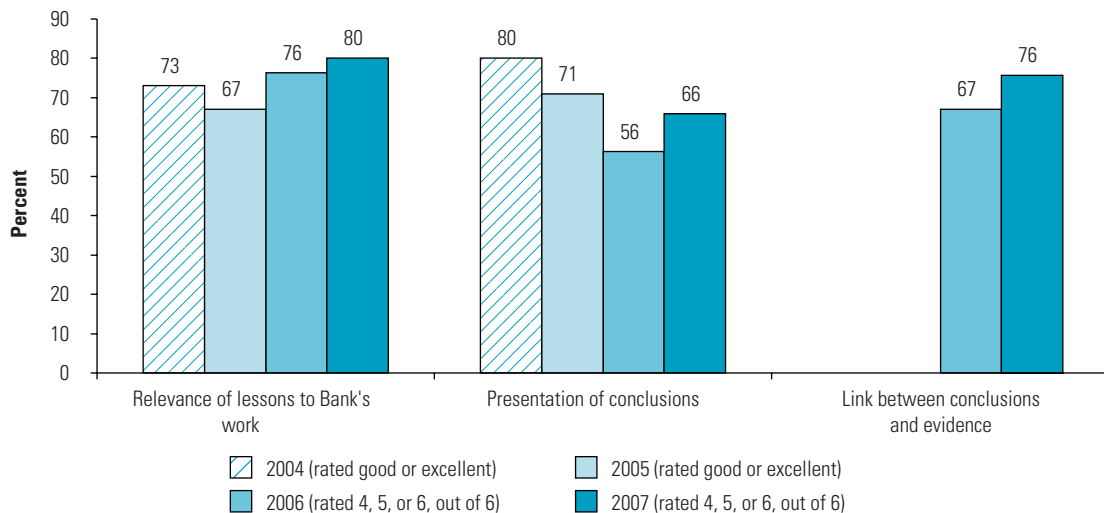
a. Difference is significant at 90 percent confidence level.

Due to changes in the survey methodology, a longer time series is only possible for a few quality attributes. Figure C.3 shows that IEG continuously improved the timeliness and relevance of its products to operational staff. Regarding views on the depth of analysis in IEG

evaluations, the decline in ratings stopped in 2007, but there is room for improvement.

Executive Directors and their advisors who responded to the survey are very satisfied with the quality of IEG products. As figure C.4 shows,

**Figure C.3: Satisfaction of Bank Staff with Quality of IEG Evaluations, 2004–07**



Source: IEG data.

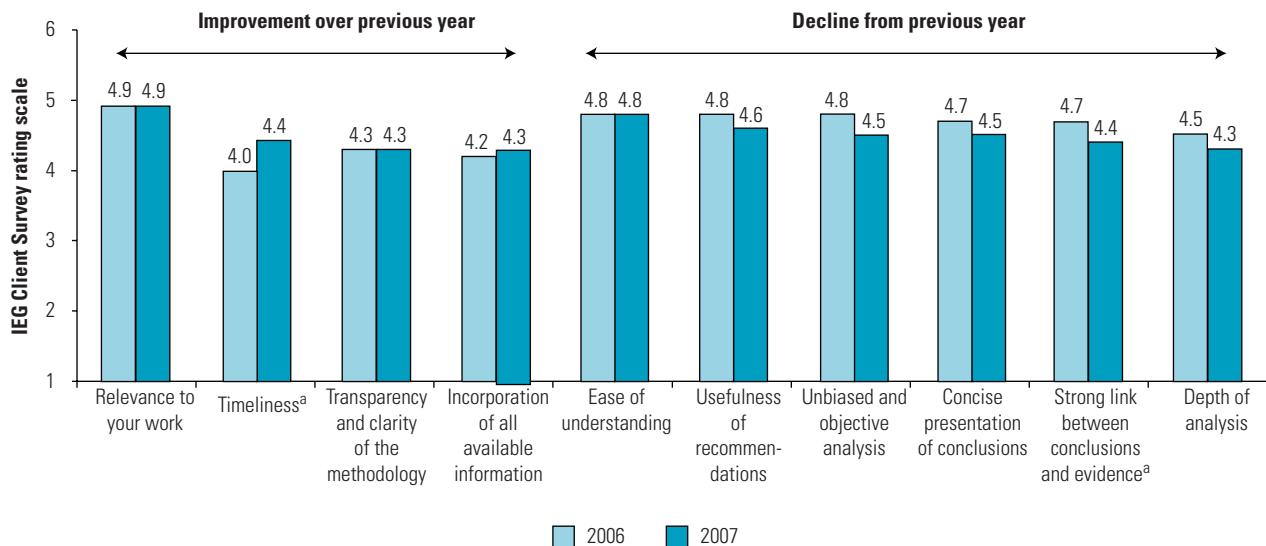
in 2007, Executive Directors and advisor respondents were most satisfied with IEG's relevance to their work (with a mean of 4.95, 88 percent of respondents rating it 4 or higher). External respondents' satisfaction with IEG's quality was very high, with 89 percent of respondents rating all attributes of IEG's evaluations with a score of 4 or higher.

In response to the question of whether evaluations influenced their understanding of the subject area, 74 percent of Bank staff respondents rated it 4 or higher, a marked increase over 58 percent in 2006.<sup>8</sup> Ninety-four percent of Executive Directors and their advisors who responded rated this aspect at 4 or higher, compared with 90 percent in 2006. Among external respondents, 83 percent rated the influence of evaluations on their understanding of the subject area at 4 or higher, compared with 81 percent in 2006. At the more practical level of influencing Bank strategies and the design of results frameworks, Bank staff respondents rated IEG's influence a bit lower. On average, 58 percent rated these options at 4 or higher, with

means of 3.85 for IEG's influence on how outputs are linked to outcomes at the country level, and 3.96 for IEG's influence on sector strategies.

**Use of evaluations** for assessing the Bank's sector and country strategies is high among Executive Directors and their advisors, with more than 90 percent rating it at 4 or higher, and policies and procedures, with 87 percent assigning ratings of 4 or higher. Executive Directors and their advisors who responded use evaluations less for assessing Bank projects (73 percent rating it 4 or higher). Overall, Executive Director and advisor respondents made more use of IEG evaluations in 2007 than in 2006. The same holds true for Bank staff respondents, whose self-reported use has increased by 19 percent, on average, for all types of usage since 2006.<sup>9</sup> Bank staff respondents use evaluations mostly for commenting on the work of others, making a case for a particular course of action, and providing advice to clients, and less for modifying strategies or operations, or designing new projects or programs. However, in 2007, 45 percent of respondents rated use for modifying ongoing operations at 4

**Figure C.4: Satisfaction of Executive Directors with Quality of IEG Evaluations**



Source: IEG data.

Note: Bars show means on a six-point scale, where 1 = highly unsatisfied, and 6 = highly satisfied. Sample size for 2006 is 50, for 2007 is 58.

a. Difference is significant at 90 percent confidence level.

or higher, compared with only 27 percent in 2006. External clients use IEG evaluations mostly for research (76 percent), while 71 percent use it to refocus ongoing strategies or programs. Although use of evaluations was higher in 2007 than in 2006, respondents continued to point to obstacles to usefulness, such as the lack of specificity of recommendations to suggest how to put them into practice, and lack of reflection on the country context where the Bank operates, which would make findings relevant to Bank operations on the ground.

When asked about how to improve the evaluation for which they had been surveyed, 59 percent of staff respondents recommended that IEG make its findings more operational, compared with 57 percent in 2006. Broadening consultation with Bank staff was the second recommendation made by 47 percent of respondents (48 percent in 2006). This was followed by improving depth of analysis (2007: 41 percent; 2006: 45 percent) and broadening external consultation (2007: 40 percent; 2006: 35 percent). Executive Directors and their advisor respondents made similar suggestions, but 54 percent emphasized the importance of broadening external consultation more than consultation with Bank staff, which only 27 percent of respondents chose as a recommendation to IEG. External respondents' main recommendation was to broaden external consultation (59 percent), followed by more operational findings (51 percent) and obtaining more evidence (47 percent).

In 2007, the survey also included questions about the timeliness and relevance of four IEG quick products from 2006 and 2007. These were generally well received. Eighty-four percent of Bank staff and Executive Directors and advisor respondents rated them at 4 or higher on timeliness, and 80 percent rated them at 4 or higher on relevance. However, awareness of these notes was low, with senior management respondents (42 percent indicated no awareness with any of the four notes) and staff, whose awareness was below 40 percent for all but one note. Executive Directors and advisors who responded were generally well aware of these notes.

## Communicating Knowledge from IEG Evaluations

Effective communication of IEG's knowledge to Bank staff, governments, other donors, and the international community is a crucial link between evaluations and outcomes. Over the last two years, IEG has undertaken extensive efforts to improve its outreach to Bank staff and the wider development community. After a series of pilot initiatives, IEG mainstreamed several new approaches on media outreach, e-mail marketing, Web promotions and an improved Help Desk, and successfully increased awareness among target audiences.

Awareness of evaluations, as reported by Bank staff who responded to the 2007 client survey, rose from 39 percent in 2004, to 61 percent in 2007. The number of follow-up inquiries to IEG's Help Desk increased tenfold during 2005 and has stayed at the same high level since, with about 2,400 inquiries each year. Help Desk inquiries are concerned with evaluation methodology, advice on M&E systems, and IEG's product portfolio, suggesting that IEG's outreach campaigns are triggering follow-up questions among key audience segments.

Over the past two years, IEG organized 11 media outreach campaigns to coincide with the release of its reports. These campaigns have produced extensive media coverage and generated an estimated 200 articles and reports in audiovisual media over the last two years.<sup>10</sup> The growing number of references in the media to IEG evaluations indicates strong interest in the Bank's performance on key development initiatives.

IEG's communication and outreach can be strengthened by providing more summaries of IEG findings. In the client surveys, about two-thirds of all client groups made this recommendation in both 2006 and 2007. Bank staff (39 percent of respondents) and Executive Directors and advisors (53 percent of respondents) continue to ask for more online accessibility to IEG content. Among external respondents, 60 percent asked for more training/education material. Forty percent of Executive Directors and

advisor respondents made this recommendation as well. Going forward, IEG will work on its Web site, focusing on the development of new search tools that will make its content more accessible.

### IEG Intermediate Outcomes: Evaluation Recommendations Incorporated into Bank Operations and Policy

IEG influences the Bank's effectiveness through recommendations to management as part of sector, thematic, and corporate evaluations, as well as Country Assistance Evaluations. Bank management is accountable to the Board for follow-up. One of the intermediate outcomes for IEG is the extent to which management incorporates IEG recommendations and findings in policy advice, program design, and project design (see box C.2).

The Management Action Record allows IEG to track its recommendations and to monitor the degree to which they have been adopted by management. The MAR tracks two indicators: the level of adoption<sup>11</sup> and the status of individual recommendations.<sup>12</sup> The MAR presents management's ratings on these two indicators and IEG's assessment of the same. The MAR includes IEG recommendations from the previous three calendar years.

The MAR for 2008 tracks management's progress on 57 recommendations. These include 22 new recommendations from the six IEG studies (excluding CAEs) presented to the Board in calendar year 2007, and 35 recommendations carried forward from calendar years 2005 and 2006.

The 2008 MAR shows a continuing high level of agreement from the Bank with IEG's recommendations. Of the 57 recommendations in the 2008 MAR, 96 percent (55 recommendations) have been accepted by Bank management,<sup>13</sup> similar to the rate of acceptance in earlier years (95 percent in MAR 2007 and MAR 2006).

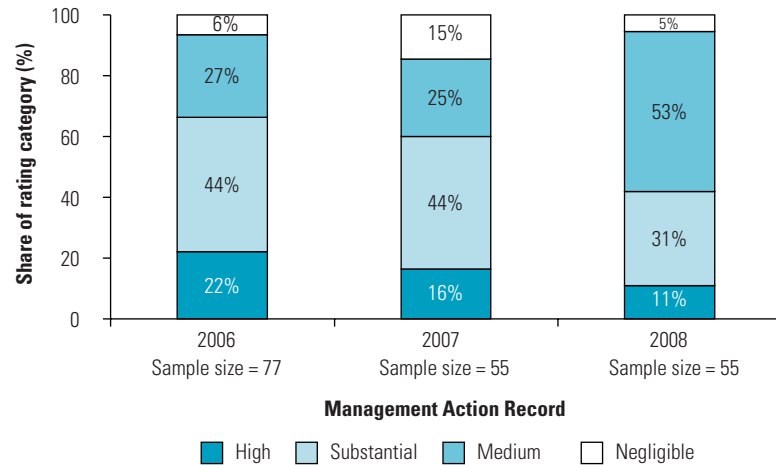
In the 2008 MAR, as shown in figure C.5, IEG rated adoption medium or better for 95 percent of 52 recommendations. This compares with 85 percent (47 recommendations) in the 2007 MAR and 94 percent (72 recommendations) in the 2006 MAR. The share of recommendations adopted with substantial or high ratings was 42 percent in the 2008 MAR, down from 60 percent in the 2007 MAR. Therefore, the distribution of adoption ratings among the top three categories (medium, substantial, and high) has shifted toward medium.

The Bank's own assessment shows this shift and it is confirmed by IEG. In this regard, it is

#### Box C.2: Selected Impacts of IEG Evaluations

- The recently announced credit line to deal with catastrophes, such as earthquakes and hurricanes in MICs, directly reflects IEG's recommendation that a new mechanism be established to meet urgent needs in the early days of a disaster response.
- The Bank's recently promulgated strategy "Strengthening the World Bank's Rapid Response and Long-Term Engagement in Fragile States" responds directly to IEG's recommendation that internal Bank support for fragile states—including staff numbers, staff skills, guidance, and organizational incentives—needs to be strengthened.
- Prompted by IEG's primary education study and the accompanying volume of science-based sectoral knowledge, Bank projects more often now aim to measure learning outcomes, and, in particular, the reading fluency acquired in the early grades. A major donor-financed workshop in March 2008 used findings and benchmarks identified by IEG.
- IEG's review of lines of credit led to a Bank-wide effort to identify and review their quality, sharing of experience among donors, and an Operations Policy and Country Services initiative to require early identification of lines of credit.
- IEG's evaluation of private sector development in the power sector contributed to a reassessment of the Bank's approach to infrastructure.
- The evaluation of social development fed directly into the preparation of the Bank's Social Development strategy.
- The global programs review resulted in greater scrutiny and streamlining of the Bank's approach to and governance of global programs.

**Figure C.5: Adoption of IEG Recommendations Has Declined, but Agreement with Management Is Higher in 2008**



Source: IEG data.

noteworthy that agreement on adoption ratings between IEG and management was higher in 2008 than in previous years. IEG and management agreed on the rating on level of adoption for 65 percent of recommendations (36 out of 55).<sup>14</sup> And the disconnect between high and substantial adoption ratings by IEG and management was 18 percent (IEG rated 42 percent of recommendations high or substantial; management 60 percent) in 2008, compared with 28 percent in 2007 and 21 percent in 2006.

Going forward, the challenge is for IEG to continue producing high-quality evaluations with sensible and practical recommendations, retain the high level of agreement on those recommendations, and for the Bank to lift up its intensity of adoption and implementation.

Since 2006, recommendations that are older than three years are being retired from the MAR, subject to review by CODE and the Board.

### IEG Intermediate Outcomes: Use of Evaluation Findings by Bank Staff at the Operational Level

IEG's performance on this intermediate outcome can be measured by whether Bank staff use IEG findings to improve Bank policy advice and

program and project designs. The 2006 AROE found that IEG provides high-level knowledge that is useful for assessing programs, giving advice to clients, and making comments, but needs to focus on influencing ongoing and future operations. Focus groups conducted for that report showed that Task Team Leaders are least likely to report that they incorporate evaluation findings into planning and design. Their operational context requires information on how to conduct monitoring, establish indicators, and prepare projects for evaluation. Respondents in management positions reported greater use and usefulness of IEG products. CODE members rely heavily on IEG's reports, advice, and recommendations. These findings were also borne out in the 2007 client survey in which 72 percent of Bank staff respondents reported using IEG evaluations for making comments and giving advice to others. However, only 54 percent of staff report using evaluations for designing new operations, and 45 percent report using evaluations for modifying ongoing operations. Executive Directors and their advisors make heavy use of evaluations (90 percent indicating substantial use) for their oversight function of sector and country strategies, and Bank policies, but less so for project-level oversight (76 percent of respondents indicating substantial use).

To improve IEG's impact on Bank operations, IEG will need to continue giving greater emphasis to applied learning and real-time use of evaluation findings, to improve Bank performance. To meet this challenge, IEG needs to define its stance on engagement and learning with guidelines and funding for its staff. The more that operational staff are involved up front in the evaluation design and during the evaluation, the more likely the

evaluation will deliver operationally relevant results and be geared toward learning. At the same time, close engagement challenges the evaluator's independence and might distract from the necessary accountability perspective. Finding the right balance and providing the proper incentives to IEG staff for engagement with operational staff during the evaluation and afterward for learning requires clear directions from IEG leadership.