

IEG Results Framework

Objective 1: What Works – Deepening evidence about the results of WBG program and activities – and their effectiveness for accelerating growth, inclusiveness, and sustainability – to contribute to the WBG’s interim target of 9% poverty and progress on shared prosperity by 2020

Deliverables	Intermediate (1-3 years)		Medium Term (4-6 years)	
	Outcomes	Indicators	Outcomes	Indicators
Major sector, thematic, and country evaluations and learning products focused on WBG contributions to twin goals –with particular reference to: - WBG Scorecard categories - IDA Special Themes - IFC Areas of Strategic Emphasis	- Greater understanding of: - When and how WBG activities lead to growth, inclusiveness, and sustainability (learning) - Whether WBG activities are aligned with the twin goals and effective in contributing to their achievement (accountability) - IDA Performance	- Overall feedback on quality of IEG work from Client Survey - External assessment of quality of major evaluations - Self-assessment of strategic alignment of major evaluations - Efficiency measure of elapsed time in evaluation processing - Value for money measure - Measures of usage of IEG work by Board and WBG staff	- Better informed policy and operational choices by the Board, Management, and Clients - Enhanced WBG development effectiveness in terms of contributing to the attainment of twin goals.	- IEG influence on client results supported by WBG operations - Client feedback on IEG influence and impact - External assessment of actual use and impact of evaluations - Level of adoption of evaluation recommendations and Management actions in MAR - Measure of IEG knowledge flows
Corporate performance data for WBG Scorecard and IDA RMS	Timely delivery of high quality performance data	- Compliance with service standards for validation delivery	Stronger portfolio performance from improved M&E	- IEG portfolio performance ratings
Stronger methods for evaluating WBG contributions to inclusive growth, gender, sustainability	New methods mainstreamed in IEG evaluation work	- Completion of Methods Action Plan	Increased relevance and quality of evaluation evidence	- External assessment of accuracy and validity of evaluations

Objective 2: Real-Time Learning – Generating evidence on the early implementation experience of the WBG Strategy to enable mid-course corrections, and promote a stronger internal culture for results, accountability, and learning

Helping Clients Tackle the Most Important Development Challenges

Deliverables	Intermediate		Medium Term	
	Outcomes	Indicators	Outcomes	Indicators
Process evaluation of early implementation of new country engagement model	Adjustments to the country engagement model to increase effectiveness, if needed	- Feedback on quality of IEG work from country clients in Client Survey	- Enhanced country-level performance (ownership, selectivity, results focus)	- Client feedback on WB effectiveness and impact on results
Country-level learning products	Use of IEG evaluation evidence in SCD, CPF, PLR, and CLR	- Coverage of IEG evaluation evidence in SCD, CPF, PLR, CLR	- Stronger country-level results (outcomes, growth, inclusiveness, and sustainability) - Enhanced quality of SCD, CPF, PLR, and CLR	- IEG ratings on outcomes of country strategies - IEG ratings of WB performance on country strategies - Coverage of evaluation capacity development in country strategy
System for validation of self-evaluation in PLR/CLR	Self-evaluation system is incentivized to serve learning and accountability	- Compliance with service standards for validation delivery	Learning cycles lead to continuous improvement	
Support evaluation capacity development in client countries	Mainstreaming of ECD in country engagement model and enhanced coordination with WBG SCB work	- Stakeholder feedback on ECD product quality and use	Client-driven demand for high quality WBG support for ECD	

<i>Becoming a Solutions Bank Group</i>				
Deliverables	Intermediate (1-3 years)		Medium Term (4-6 years)	
	Outcomes	Indicators	Outcomes	Indicators
Evaluations of lending and knowledge services and instruments, including early implementation experience of GPs and CCSAs	Adjustments to lending and knowledge services and instruments to increase efficiency and effectiveness, and alignment if needed	<ul style="list-style-type: none"> - Feedback from GPs/CCSAs on quality of IEG work in Client Survey - Coverage of IEG evaluation evidence in major GP/CCSA knowledge products 	<ul style="list-style-type: none"> - GPs/CCSAs marshal best knowledge to provide world class, integrated, evidenced-based solutions - Teams work on cross-practice and public-private solutions - Improved quality and impact of investment, knowledge, and convening services - Stronger internal culture and competencies around results delivery for clients 	<ul style="list-style-type: none"> - Stakeholder feedback on WBG knowledge - IEG ratings on outcomes of WBG operations - Level of adoption of relevant evaluation recommendations and Management actions in MAR - IEG ratings of quality at entry and quality of supervision of WB and IFC projects
Sector and thematic learning products supporting global knowledge flows in GP& CCSA	Use of knowledge from IEG evaluations in the work of GP & CCSA	<ul style="list-style-type: none"> - Coverage of IEG evaluation evidence in WBG operations 		
Appraisals of operational self-evaluation and development risk management systems	Adjustments as needed to enhance efficiency and effectiveness of systems	<ul style="list-style-type: none"> - Level of adoption of relevant evaluation recommendations and Management actions in MAR 		
Operational learning products to strengthen results and evidenced-based operations	Use of IEG lessons learned and good practices in operations			
System for validation of self-evaluation of lending and knowledge	Self-evaluation system is incentivized to serve learning and accountability	<ul style="list-style-type: none"> - Compliance with service standards for validation delivery - Completion of action plan to restructure ICR validation system 	Learning cycles lead to continuous improvement	
<i>Working in Partnership</i>				
Deliverables	Intermediate (1-3 years)		Medium Term (4-6 years)	
	Outcomes	Indicators	Outcomes	Indicators
Evaluations of WBG partnership and trust fund programs	Adjustments to partnership and TF arrangements to increase efficiency, effectiveness and alignment, if needed	<ul style="list-style-type: none"> - Coverage of partnerships in IEG evaluation work - Feedback from partners on quality of IEG work in Client Survey 	<ul style="list-style-type: none"> - Alignment of TFs and Partnerships with twin goals - Leverage external knowledge, resources, and collaboration for greater development effectiveness - Increased efficiency and effectiveness of partnerships - Citizens engaged in design and monitoring of operations 	<ul style="list-style-type: none"> - Alignment of WBG partnerships with Strategy - Level of adoption of relevant evaluation recommendations and Management action in MAR - Use of beneficiary feedback during project implementation
Evaluations of collaboration with development partners, particularly private sector and citizens	Learning and accountability on effectiveness on collaboration and leveraging stakeholders' contributions for inclusive growth	<ul style="list-style-type: none"> - Level of adoption of relevant evaluation recommendations and Management action in MAR 		
Learning products	Use of knowledge from IEG evaluations to improve partnership arrangements			

Draft Indicators for IEG Results Framework

Objective 1: What Works: Deepening evidence about the results of WBG programs and activities -- and their effectiveness for accelerating growth, inclusiveness, and sustainability -- and their contribution to WBG interim target of 9% poverty and progress on shared prosperity by 2020

Deliverables	Intermediate (1-3 years)						Medium Term (4-6 years)					
	Outcomes	Indicator	Baseline		Current (FY13)	Target (FY17)	Outcomes	Indicator	Baseline		Actual (FY13)	
			Value	Year					Value	Year		
Major sector, thematic and country evaluations and learning products: focused on WBG contributions to twin goals	Greater understanding of: (1) When and how WBG activities lead to growth, inclusion and sustainability (learning);	Quality: % of respondents who were satisfied (or better) with quality of IEG evaluations in Client Survey	Board: 82% WBG: 46%	FY13	Board: 82% WBG: 46%	Board: 100% WBG: 75%	Better informed policy and operational choices by the Board, Management, and Clients Enhanced WBG development effectiveness in terms of contributing to the attainment of twin goals.	<u>IEG Influence on Client Results Supported by WBG</u> – Growth Indicator: – Inclusiveness Indicator: – Sustainability Indicator:	[under development]			
		Quality: % of all evaluations with overall rating of satisfactory (or better) in Meta-Evaluation Assessment	ratings not yet available	FY14	ratings not yet available	100%						
	(2) Whether WBG activities are aligned with the twin goals and effective in contributing to their achievement (accountability); and	Strategic Alignment: % of evaluations with overall rating of satisfactory (or better) in analysis of Selectivity Sheets and Approach Papers on alignment with IEG Results Framework	ratings not yet available	FY14	ratings not yet available	100%						
	(3) IDA performance.	Efficiency: Elapsed time from IEGAP Meeting to e-Submission delivery of major evaluations delivered in FY (months)	112	FY13	112	110			Client Feedback on IEG: % of respondents who rate the aggregate influence of IEG products as "to some extent" (or better) in Client Survey	Board: 87% WBG: 65% External: 92%	FY13	Board: 87% WBG: 65% External: 92%
		Value for Money: Aggregate measure being developed to assess value for money of all IEG business lines	[under development]						Client Feedback on IEG: % of respondents who rate IEG's impact on WBG development effectiveness as moderate (or better) in Client Survey	Board: 80% WBG: 55% External: 79%	FY13	Board: 80% WBG: 55% External: 79%
		Usage: % of respondents rating the aggregate use of IEG products as "to some extent" (or better) in Client Survey	Board: 91% WBG: 61%	FY13	Board: 91% WBG: 61%	Board: 90% WBG: 75%			IEG Impact: % of evaluations rated very good for "actual use and impact" in Meta-Evaluation Assessment	ratings not yet available	FY14	ratings not yet available
		Usage: % of operation designs drawing lessons from evaluative approaches from Corporate Scorecard	50%	FY13	50%	100%			MAR Implementation: % of IEG recommendations for which adoption was rated as substantial (or better) by 4th year in MAR	73%	FY12	90%
						Knowledge Flows: Measure of IEG knowledge flows, aligned with indicator being developed for CSC	[under development]					
Corporate performance data	Timely delivery of high quality performance data for WBG corporate monitoring	% project validation delivered within IEG service standards	ICR: 15% XP SR: 78% PCR: 47%	FY13	ICR: 15% XP SR: 78% PCR: 47%	ICR: 100% XP SR: 100% PCR: 100%	Stronger portfolio performance from improved M & E	% of MS+ completion of WBG/WB country strategies	51%	FY13	51%	
		% CASCR validation delivered within IEG service standards	100%	FY13	100%	100%		% of MS+ outcomes of WBG operations	WB: 70% IFC: 65% MIGA: 76%	FY13	WB: 70% IFC: 65% MIGA: 76%	
Stronger methods	New methods mainstreamed in IEG evaluation work	% completion of FY14 Methods Action Plan	NA	FY14	NA	100%	Increased relevance and quality of evaluation evidence	% of evaluations rated very good for "validity" in Meta-Evaluation Assessment	ratings not yet available	FY14	ratings not yet available	

Objective 2: Real-Time Learning – Generating evidence on the early implementation experience of the WBG Strategy to enable mid-course corrections, and promote a stronger internal culture for results, accountability, and learning

Deliverables	Intermediate (1-3 years)						Medium Term (4-6 years)				
	Outcomes	Indicator	Baseline		Current (FY13)	Target (FY17)	Outcomes	Indicator	Baseline		Actual (FY13)
			Value	Year					Value	Year	
Helping Clients Tackle the Most Important Development Challenges											
Evaluations	Adjustments to country engagement model to increase effectiveness	% of client respondents who were satisfied (or better) with quality of IEG work in Client Survey	ratings not yet available	FY14	ratings not yet available	75%	Enhanced country-level performance	Client feedback on WB effectiveness and impact on results (scale 1-10)	6.9	FY13	6.9
								Stronger country-level results	% of MS+ completion of WB G/WB country strategies	51%	FY13
Learning	Use of IEG evaluation evidence in SCD, CPF, PLR, and CLR	% of SCD, CPF, PLR, and CLR that internalize lessons from IEG evaluation work	ratings not yet available	FY14	ratings not yet available	50%	Enhanced quality of SCD, CPF, PLR, and CLR	% of IEG recommendations from process evaluation for which adoption was rated as substantial (or better) by 4th year in MAR	NA	NA	NA
Validation of self-evaluation	Self-evaluation system serves learning and accountability needs	% CASCR validation delivered within IEG service standards	100%	FY13	100%	100%	Learning cycles lead to continuous improvement	% of MS+WB performance for country strategies	67%	FY13	67%
ECD support to clients	Mainstreaming of ECD in country engagement model and enhanced coordination with SCB	% of SCD with diagnostic of ECD	0%	FY13	0%	20%	Client-driven demand for high quality WBG support for ECD	% of CPF that support ECD	0%	FY13	0%
Becoming a Solutions Bank Group											
Evaluations	Adjustments to lending and knowledge services and instruments to increase efficiency, alignment	% of GP/CCSA respondents who were satisfied (or better) with quality of IEG work in Client Survey	ratings not yet available	FY14	ratings not yet available	75%	GPs provide world class, integrated, evidenced solutions	Stakeholder feedback on WBG knowledge	6.8	FY13	6.8
Learning	IEG knowledge used by GPs and CCSAs	% of major GPE and CCSA knowledge products that internalize lessons from IEG evaluation work	ratings not yet available	FY14	ratings not yet available	50%	Teams work on cross-practice and PPP solutions	% of MS+outcomes of WBG operations	WB: 70% IFC: 65% MIGA: 76%	FY13	WB: 70% IFC: 65% MIGA: 76%
	IEG knowledge used in operations	% of WBG operations that draw on IEG evaluation work	ratings not yet available	FY14	ratings not yet available	25%	Improved quality and impact of LEN & AAA	% of IEG recommendations from GP/CCSA focused evaluations for which adoption was rated as substantial (or better)	NA	NA	NA
Validation & Appraisal of Self-Evaluation System	Adjustments as needed to enhance effectiveness of system	% of IEG recommendations from FY13 BROE evaluation for which adoption was rated as substantial (or better) in MAR	NA	FY13	NA	100%	Stronger culture for results delivery	% of IEG recommendations from FY13 assessment of WBG self-evaluation system for which adoption was rated as substantial (or better)	NA	NA	NA
	Self-evaluation system serves learning and accountability needs	% completion of action plan to restructure ICR validation system	NA	FY15	NA	100%	Learning cycles lead to continuous improvement	% of MS+quality at entry and quality of supervision of WB projects	60% & 77%	FY13	60% & 77%
		% project validation delivered within IEG service standards	ICR: 15% XP SR: 78% PCR: 47%	FY13	ICR: 15% XP SR: 78% PCR: 47%	ICR: 100% XP SR: 100% PCR: 100%		% of substantial+M&E quality of WB projects	28%	FY13	28%
							% of satisfactory work quality at appraisal and supervision of IFC investment projects	63% & 87%	FY13	63% & 87%	

Deliverables	Intermediate (1-3 years)						Medium Term (4-6 years)				
	Outcomes	Indicator	Baseline		Current (FY13)	Target (FY17)	Outcomes	Indicator	Baseline		Actual (FY13)
			Value	Year					Value	Year	
Working in Partnership											
Evaluations	Adjustments to partnership and TF arrangements to increase efficiency, effectiveness and alignment, if needed	% of IEG major evaluations that incorporate substantive assessments of relevant partnerships	27%	FY13	27%	50%	Alignment of TFs and Partnerships with twin goals Leverage external knowledge, resources, and collaboration for greater development effectiveness Increased efficiency and effectiveness of partnerships	% of partnership programs assessed for alignment to WBG strategic objectives	ratings not yet available	FY15	ratings not yet available
	Learning and accountability on effectiveness on collaboration and leveraging stakeholders' contributions for inclusive growth	% of partner respondents who were satisfied (or better) with quality of IEG work in Client Survey	ratings not yet available	FY14	ratings not yet available	75%		% of IEG recommendations from partnership evaluations for which adoption was rated as substantial (or better)	NA	NA	NA
Learning products	Use of knowledge from IEG evaluations to improve partnership arrangements	% of IEG recommendations from FY11 partnership evaluation for which adoption was rated as substantial (or better)	57%	FY12	85%	100%	Citizens engaged in design and monitoring of operations	% of WB projects using beneficiary feedback during project implementation	34%	FY13	34%