

### Appendix G: IEG Results Framework

Indicator		Baseline <sup>5</sup>	Target (FY20)	Actual (FY18 <sup>6</sup> )	
Tier 1	<b>Strategic Results</b>				
	Reports the direct and medium-term outcomes that IEG is achieving in accordance to its two strategic objectives				
<b>Accountability</b>					
1a	IEG evaluations provide the Board with credible and relevant information to determine whether the World Bank Group (WBG)'s programs and activities are producing the expected results	Board response to client survey question: "Thinking of the IEG products you have read in the past 12 months, to what extent have they improved your understanding of the WBG's development effectiveness?"	63%	66%	37%
1b	IEG evaluations provide the Board with credible and relevant information to determine whether the WBG is implementing effectively its Strategy	Board response to client survey question: " How relevant do you think is IEG's work to the World Bank Group's overall mission?"	81%	84%	75%
		Board response to new client survey question: "To what extent were IEG's evaluations useful for you to assess the World Bank Group's development effectiveness?"	60%	63%	60%
<b>Feedback Loops, Learning, and Knowledge</b>					
2	IEG evaluations inform decision-making processes at different levels in the WBG to improve the development effectiveness of the WBG's programs and activities, and their responsiveness to member countries' needs and concerns	(1) Use of IEG products by the WBG - from client survey: "Thinking of the IEG products you have read in the past 12 months, to what extent did you use them for the following? a) Overall use.	a) 22%	a) 25%	29%
		b) Designing or modifying lending or non-lending operations	b) 18%	b) 21%	27%
		c) Designing or modifying policies and/or strategies	c) 20%	c) 23%	19%
		d) Designing of modifying Results Frameworks	d) 24%	d) 27%	29%
		e) Providing advice to clients and/or staff	e) 26%	e) 29%	31%

<sup>5</sup> Refer to Methods Note for details on calculations for Baseline and Target

<sup>6</sup> Actual figure for the full FY reported unless otherwise indicated

2a	Strategic and operational debates and documents of the WBG refer to IEG evaluations	Number of WBG internal documents that refer to IEG evaluations	200	N/A	Not yet available
2b	The WBG defines and implements action plans to implement IEG recommendations	% of MAR recommendations with action plan implementation rated 'High' and 'Complete' by IEG in final MAR year	29%	N/A	62%
3	IEG evaluations support individual and organizational learning to inform mid-course corrections and continuous improvements	Use of IEG products in project design (WB Corporate Scorecard indicator)	74% of WB Projects approved in FY16 document lessons learned from various evaluation products (which includes IEG) and reflect them in the design	100%	73%
4	IEG evaluations contribute to debates and repositories of knowledge on policy interventions in the policy areas and sectors in which the WBG operates	(1) Web analytics tracking citation of IEG in IFI websites and online journals/ media (measured by Calendar Year).	415	N/A	349 in CY 17
		(2) Use of IEG products by external parties (from client survey)	47%	50%	63%
		(3) Total IEG blog readership, Average visits to IEG publications, Views, Share, Retweet of IEG social media articles	<ul style="list-style-type: none"> <li>• IEG blog readership = 5,363</li> <li>• Number of reports downloaded = 6,348</li> <li>• Website users (sessions)= 37,581;</li> </ul>	<ul style="list-style-type: none"> <li>• IEG blog readership- 10,000/ month</li> <li>• Number of reports downloaded- 4000/month</li> <li>• Website users (sessions)- 20,000/ month</li> </ul>	<ul style="list-style-type: none"> <li>• IEG blog readership = 6272</li> <li>• Number of reports downloaded = 5334</li> <li>• Website users (sessions)= 20,898</li> </ul> <p>*as of March 30, 2018</p>
<b>Evaluation Capacity Development</b>					

5	IEG strengthens M&E capacity, systems and culture in WBG member countries through collaborative partnerships and select direct efforts	(1) % of clients who rate their increase in knowledge and skills as a result of capacity building engagement as 'high' or 'significant' 4 or 5 on a five-point scale (feedback surveys from CLEAR and IPDET - see note on IPDET below)	85% CLEAR Clients	80% CLEAR Clients	81% CLEAR Clients in FY17
		(2) % of clients who rate the extent to which they applied concepts learned (for training services) or adopted recommendations made (for advisory services) to make changes in their current work high or significant, as measured through tracer surveys (limited data currently, to be expanded)	Not yet available	50%	Not yet available
		(3) % total IEG consultants that are local	6%	11%	8.5% (as of FY18 Q3)
		<u>Note on IPDET:</u> no data commitments can be made yet since IPDET is in transition. However annual IPDET evaluations have tracked several impact indicators for many years and this is expected to continue under the new IPDET delivery arrangement.			
Tier 2	<b>IEG Outputs</b>				
	Reflects the activities and outputs delivered by IEG that contribute to achieving its strategic objectives				
<b>Accountability</b>					
1	IEG assesses whether the WBG programs and activities are producing the expected results, including global, regional, and other programs in which the WBG is a participant				
1a	IEG produces sector, thematic, and country evaluations as well as project evaluations to assess whether the WBG programs and activities are producing the expected results	# of macro, meso, and CPE evaluations produced	Macro= 7 + RAP, Meso= 0, CPE= 0	Macro=8+RAP, Meso= 3-5, CPE=3	Macro= 7 + RAP, Meso= 3, CPE= 2
1b	IEG reviews and validates self-evaluations conducted by the WBG of its strategies and operations, and conducts additional reviews as needed	% coverage of micro evaluations (PPAR, ICRR, XPSR, PCR, PER, CLR) produced	PPAR= 23%; ICRR= 100%; XPSR= 40%; PCRs= 51%; PERs= 100%; CLRs= 100%	PPAR= 20-25%; ICRR= 100%; XPSR= 40%; PCRs= 51%; PERs= 100%; CLRs= 100%	PPAR= 23%; ICRR= 100%; XPSR= 40%; PCRs= 51%; PERs= 100%; CLRs= 100%

1c	IEG produces regular assessments of the WBG's results and performance and shares their conclusions and recommendations with management and the Boards	RAP report produced annually and discussed at the Board	Annual	Annual	Annual
<b>Feedback Loops, Learning and Knowledge</b>					
2a	IEG ensures its evaluations are widely disseminated, understood and valued by WBG management and staff	# of internal events organized to disseminate the findings of evaluations to WBG management and staff	8	10	11
2b	IEG reports periodically to the Board on actions taken by the WBG in response to evaluation findings and on measures taken to improve the overall WBG evaluation system	Quarterly reporting to CODE on MAR implementation	Quarterly	Quarterly	Quarterly
		DGE statements sent to the Board	10	N/A	10 (as of FY18 Q3)
3a	IEG engages in Learning Engagements with WBG staff to help answer relevant development questions on the basis of its evaluative evidence	(1) number of learning engagements carried out	11	40 (cumulative)	24 (FY17 & 18 cumulative)
		(2) # of staff reached in learning engagements	650+ staff	N/A	Not yet available
3b	IEG supports the development of Monitoring and Evaluation capacity in the WBG	(1) % of RMES events co-sponsored by IEG	50%	N/A	22%
		(2) Participants' feedback on the overall quality of RMES events cosponsored by IEG	5.47/7	N/A	5.76/7
3c	IEG participates in relevant learning events in the WBG and shares relevant findings, conclusions and recommendations with Bank management and staff	Number of relevant learning events inside the WBG where IEG staff participate	25	N/A	27
4	IEG organizes and participates in a broad range of learning events and debates in client countries and in the broader development and evaluation community to share evaluation findings and its experience on evaluation approaches and methods	Number of relevant learning events outside the WBG where IEG staff participate	4	N/A	12
<b>Evaluation Capacity Development</b>					
5	IEG contributes to the management and implementation of evaluation capacity development programs for development professionals	(1) Number of activities and participants in the CLEAR program	As of FY16, No. of activities= 186; No. of Participants = 13,470	N/A	As of FY17, No. of activities= 185; No. of Participants = 23,954

		(2) % of clients who rate the quality and usefulness of CLEAR trainings as 'High' or 'Significant'	Quality = 87%; Usefulness= 83%	Quality = 85%; Usefulness= 85%	FY17: Quality = 86% Usefulness= 85%
		Note on IPDET: no data commitments can be made since IPDET is in transition			
<b>Tier 3</b>	<b>IEG Performance</b>				
	<b>Measures IEG's operational effectiveness and its contribution to corporate objectives</b>				
<b>Standards for evaluation planning, selection and resources</b>					
<b>Responsive planning</b>					
	IEG prepares its work program and evaluation plans in consultation with key stakeholders, aiming to provide timely and relevant information to stakeholders	(1) # of relevant stakeholders consulted during work program consultation	12 groups (incl. CODE, SMT, RVPs, GP VPs, IFC, MIGA, OPCS council)	12 groups	12 groups
		(2) % of evaluation plans discussed with key stakeholders before finalization of the Approach Paper	100%	100%	100%
		(3) Client survey question: "Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the timeliness of the evaluation reports?"	WBG Staff= 38%; WBG Board= 49%	WBG Staff= 41%; WBG Board= 52%	WBG Staff= 49%; WBG Board= 58%
		(4) Client survey question: "Thinking of all the IEG reports you have read in the past 12 months, how satisfied were you with the relevance of the evaluation reports?"	WBG Staff= 56%; WBG Board= 79%	WBG Staff= 59%; WBG Board= 82%	WBG Staff= 57%; WBG Board= 68%
	IEG avoids bunching for management and CODE in planning its work program	% of evaluations in the last quarter	44%	25%	50%
<b>Strategic Selectivity</b>					
	IEG evaluations respond to the strategic, operational and/or learning needs of the WBG	Client Survey question: "In your opinion, how strategically aligned are IEG evaluations with the World Bank Group's goals?" (response from other audiences)	Not yet available	Not yet available	Not yet available
	IEG evaluations respond to key accountability demands	Client survey question: "In your opinion, how strategically aligned are IEG evaluations with the World Bank Group's goals?" (response from Board members)	66%	69%	50%
<b>Adequate resources</b>					
		(1) % of overall IEG budget over/underrun	1-2%	0%	0%

IEG manages its budget and human resources efficiently and ensures independent evaluations are adequately resourced	(2) % of major evaluation with cost overrun	63% of FY17 evaluations	0%	0%
	(3) strategic staffing conducted and in implementation	Yes	Implementation to continue	Implementation ongoing
	(4) fixed cost ratio	74%	70%	74%
	(5) Proportion of CLEAR MDTF revenue to Total Revenue	30%	20%	Not yet available
<b>Standards for evaluation implementation</b>				
<b>Collaborative approach</b>				
IEG pursues synergies and cooperation with the WBG throughout evaluations to enhance ownership and the validity of findings	(1) % of evaluations with a PROACT or a REACT workshop	45%	N/A	60%
	(2) % of major evaluations that involve peer reviewers	100%	100%	100%
IEG pays particular attention to including local expertise to enhance the validity of findings as well as build local capacities	% total IEG consultants that are local	6%	11%	8.5%
<b>Rigor</b>				
IEG evaluations are based on the best possible methodological design given real world constraints of data, time and resources	(1) Completion and implementation of the method action plan	Completion of the plan	Implementation of the plan is ongoing	Implementation of the plan is ongoing
	(2) % of IEG evaluation staff trained on relevant evaluation methodologies	59% as of FY18 Q3	100%	59% as of FY18 Q3
<b>Quality assurance</b>				
IEG ensures evaluations are subject to a strong quality assurance process	(1) IEG quality assurance process is enhanced	Process defined	Process implemented	Process implemented
	(2) Client Survey question: "How satisfied are you with the overall quality of the IEG products that you read in the past 12 months?"	WBG Staff= 49%; WBG Board= 64%; External= 78%	WBG Staff= 52%; WBG Board= 67%; External= 81%	WBG Staff= 59%; WBG Board= 58%; External= 80%
IEG ensures the timely delivery of its evaluations	Average Time between AP and final delivery of macro evaluations	12 months	10 months	10.5 months
IEG respects agreed service standards with WBG management	Compliance with service standards for validation delivery (CLRs, ICRRs)	As of FY17Q3: ICRRs=47%; CLRs=100%	ICRRs= 100% CLRs= 100%	As of FY18Q3: ICRRs=69% CLRs= 100%
<b>Standards for evaluation reporting, dissemination and follow-up</b>				

<b>Customized reporting</b>					
Evaluation findings are adequately reported in different formats, consistent with the needs of the target audiences	# of bite-size products produced to support the dissemination of evaluations	8	N/A	51 (as of February 2018) – 24 excluding blogs	
<b>Broad dissemination</b>					
IEG makes findings and lessons learned accessible to relevant internal and external target audiences	See Tier 2 indicators				
<b>Adequate follow up</b>					
IEG monitors management responses and action plans and discusses them with relevant stakeholders	Maintenance of MAR system	Yes	Yes	Yes	
<b>Contribution to corporate goals</b>					
IEG supports the WBG simplification process	Coordinate with WBG management on ICR Reform and alignment with ICRRs	Agreement reached with management on ICR and ICRR	New ICR and ICRR rolled out	New ICR and ICRR rolled out	
IEG contributes to the development of a WBG Evaluation Framework	Delivery of WBG EF	Annotated Agenda to CODE	Final EF in place	CODE discussion scheduled for FY18 Q4	
IEG fosters diversity and inclusion	IEG diversity index	0.57	0.68	0.63 as of FY18 Q3	