

**An Integrated Approach to Results Management in a Knowledge Organization -
The Experience of the World Bank Institute**

Results Management

at the

World Bank Institute

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American Evaluation Association

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The challenge

Baseline

Turning a training institute focused on its outputs into ...



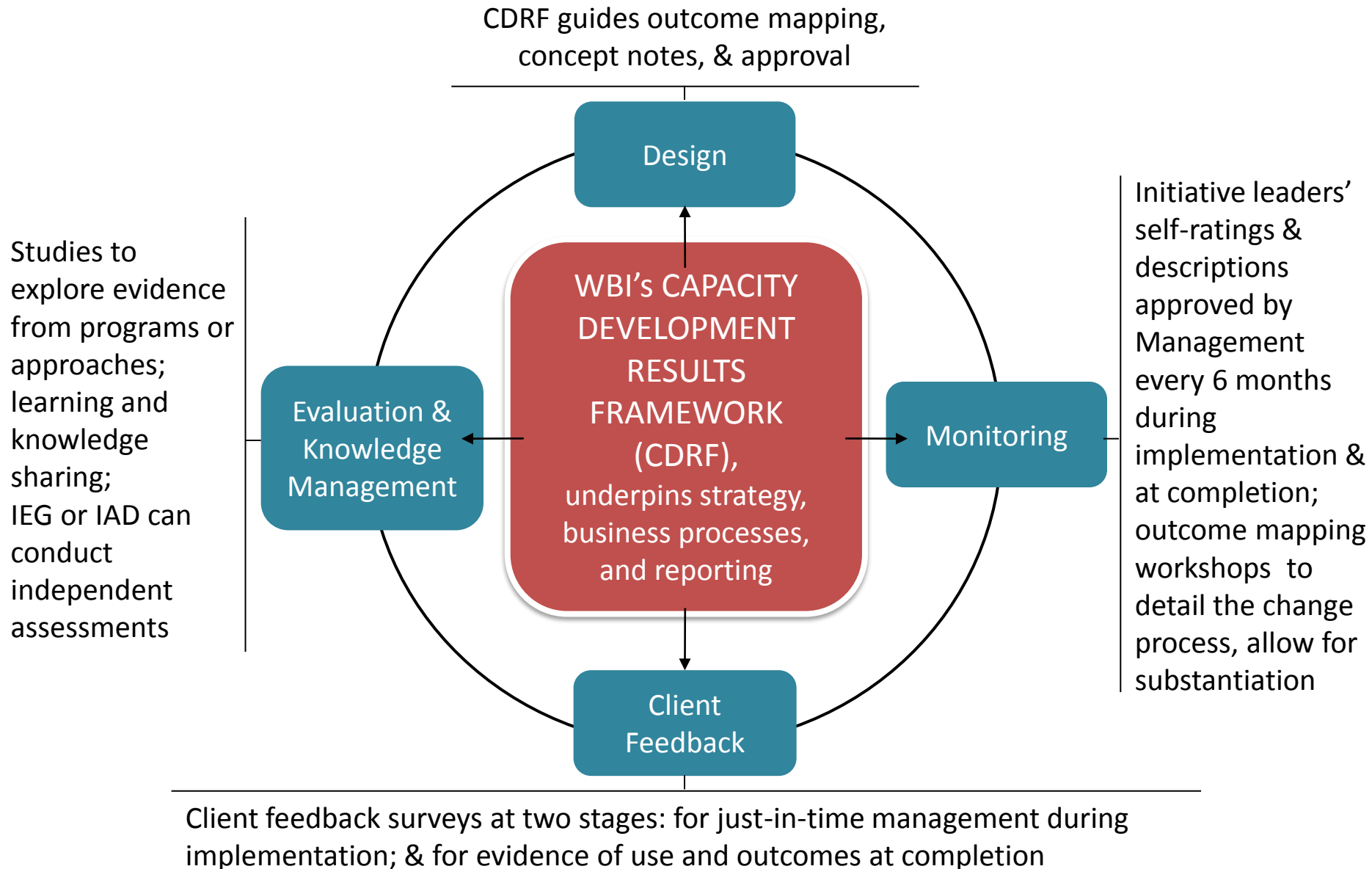
Objective

a development agency focused on:

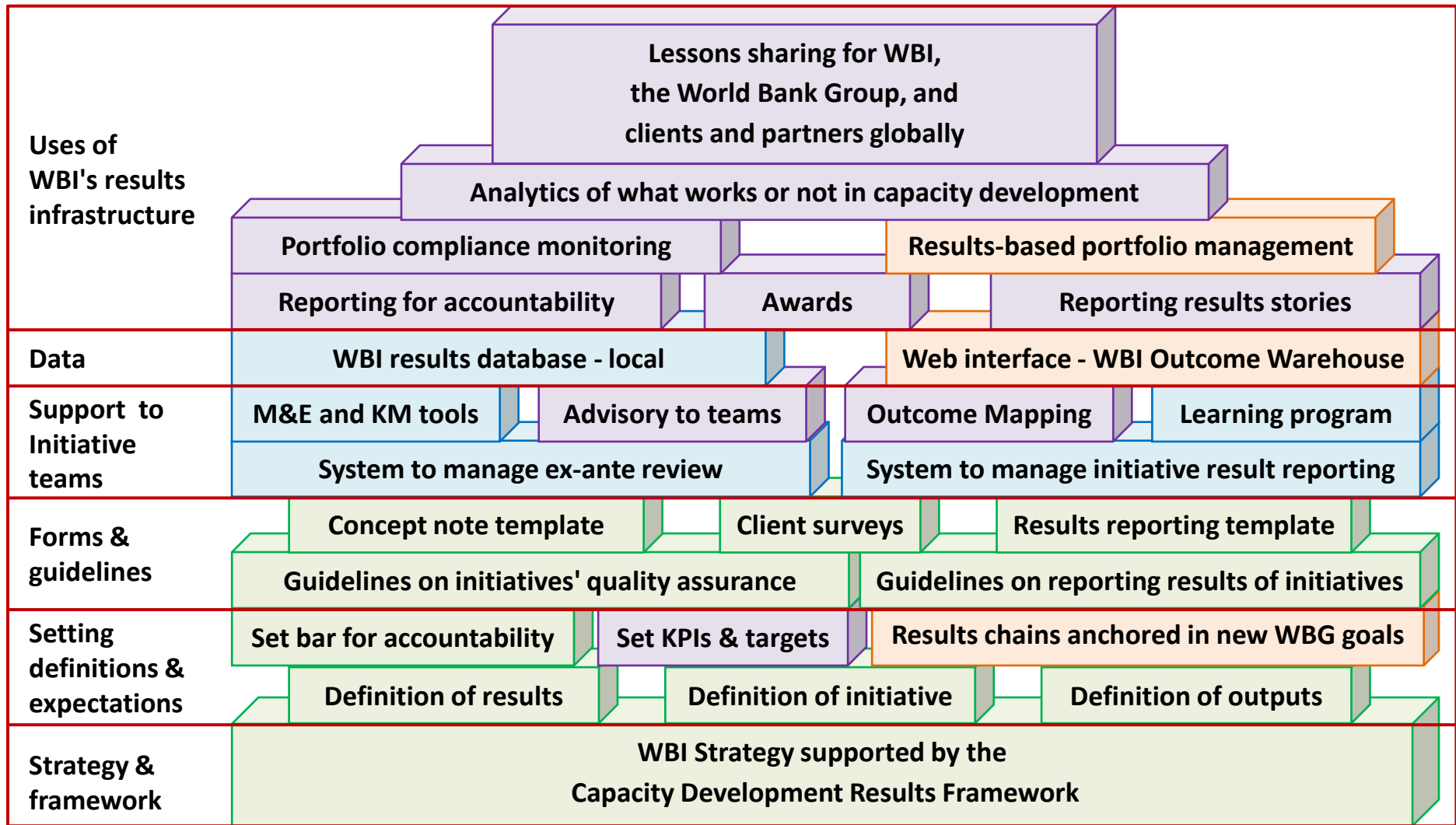
- outcomes;
- managing adaptively in complex situations; and
- learning for improved practice



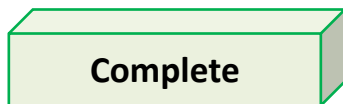
Managing Results Throughout the Initiative Cycle



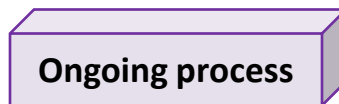
What it takes: Building WBI Results Infrastructure



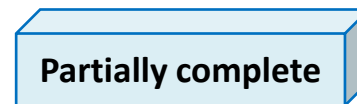
Legend:



Complete



Ongoing process



Partially complete



Planned

Managing Results at 3 Levels

- Initiative
- Program/Practice
- Portfolio

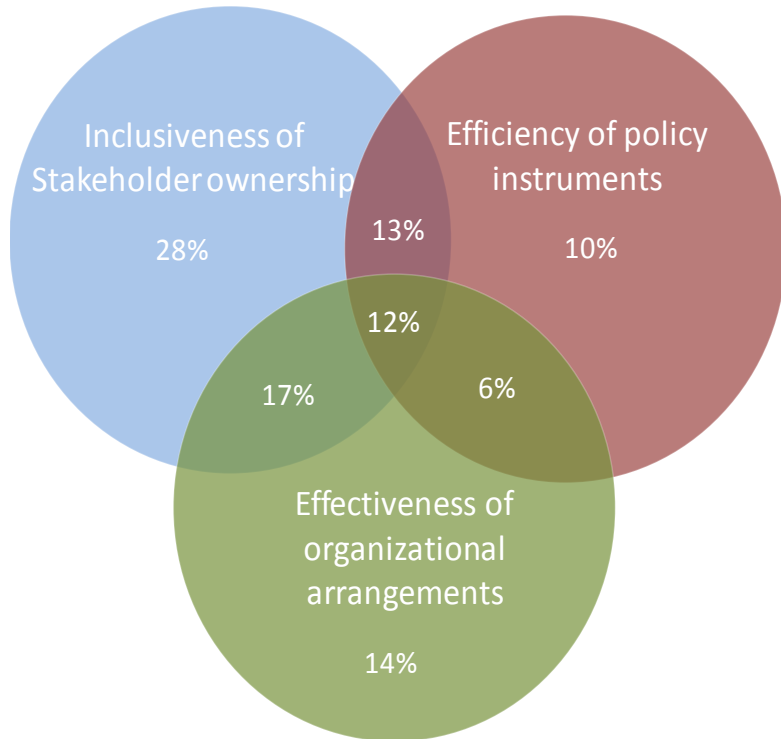
What do the data tell us so far?

WBI's portfolio is relatively evenly distributed across all combination of institutional areas.

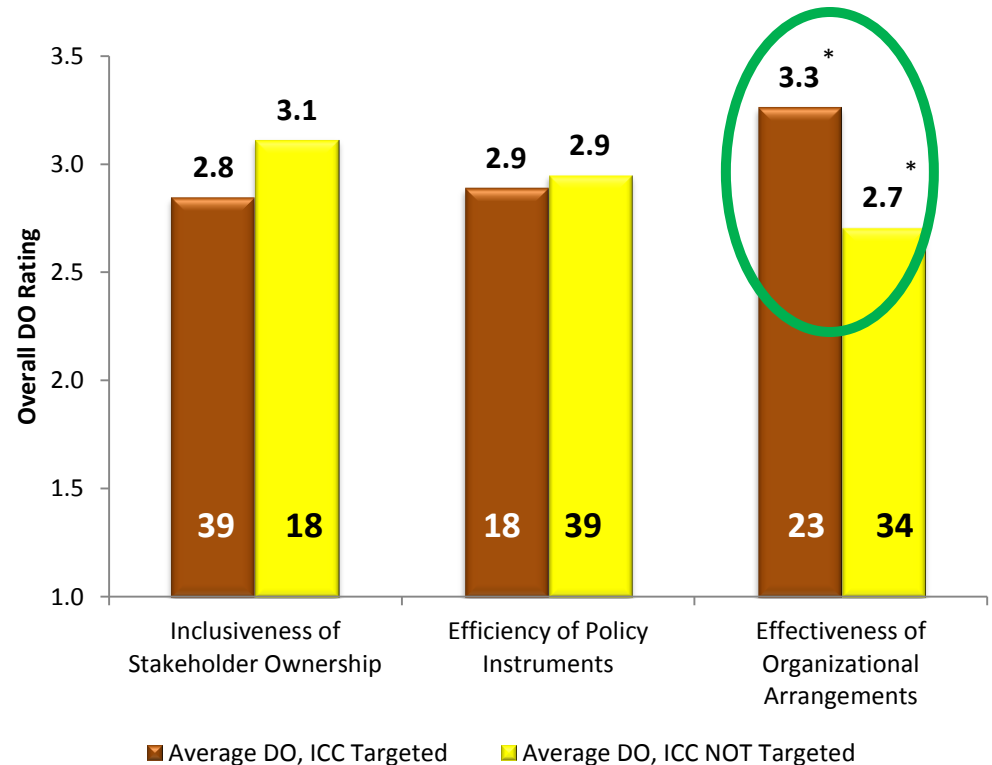
Initiatives targeting organizational effectiveness as part of their change strategy were associated with higher DO ratings at completion by their leaders.

Institutional Capacity Changes (ICCs)

Distribution of the Portfolio across ICC areas



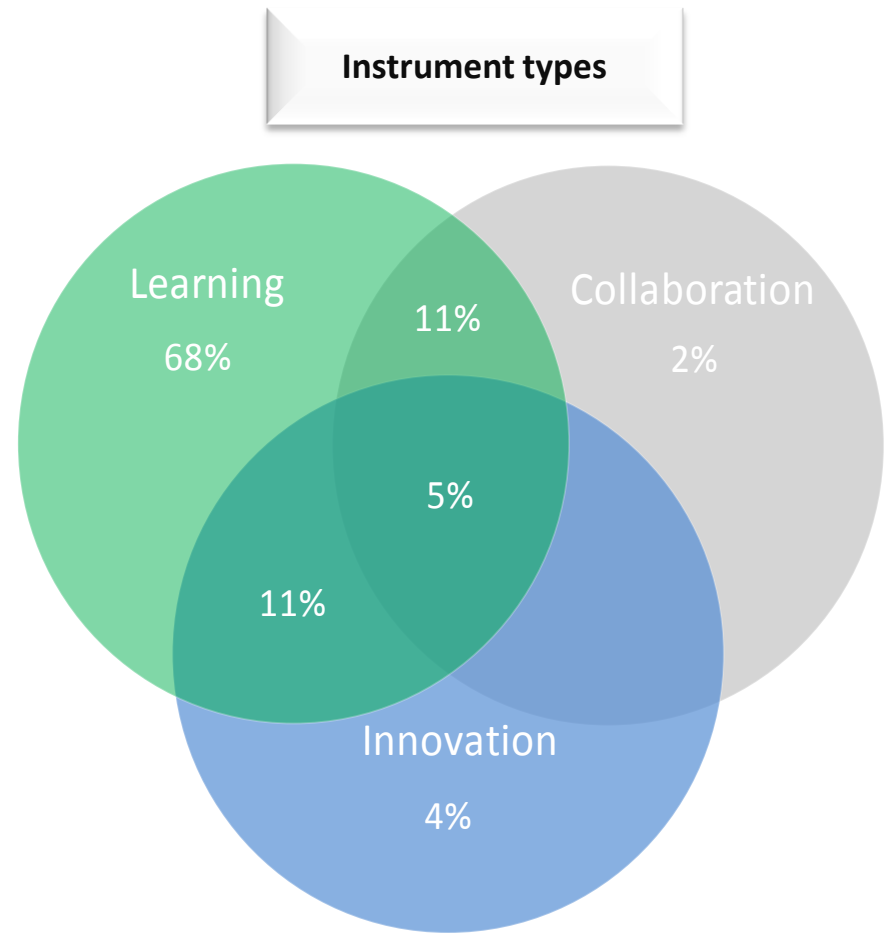
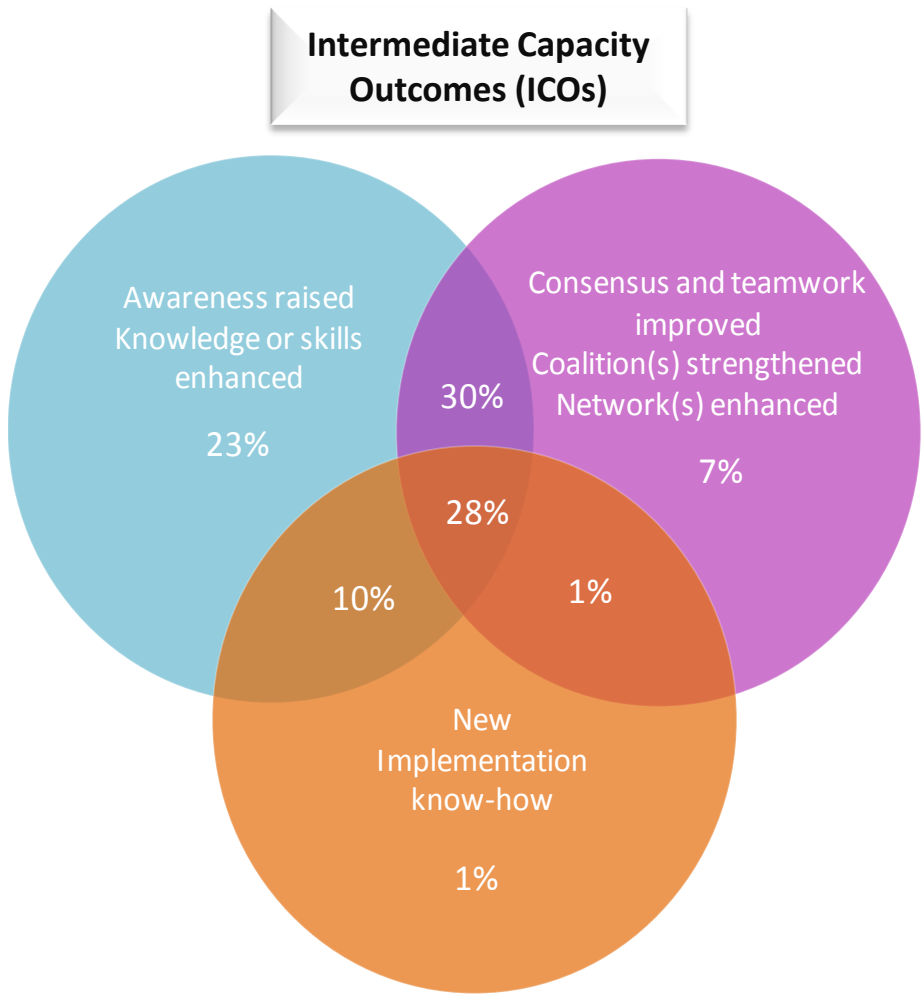
Average overall DO ratings by ICC targeted versus not targeted for completed initiatives in FY12 & FY13



* P value is 0.0158

Conversely, the portfolio is **not evenly distributed** across all combination of ICO or instrument types.

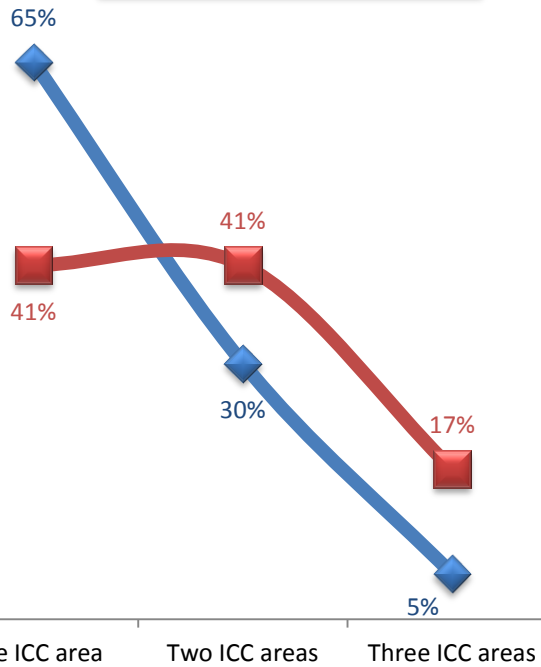
No specific ICO type or ICO combination showed significantly higher ratings



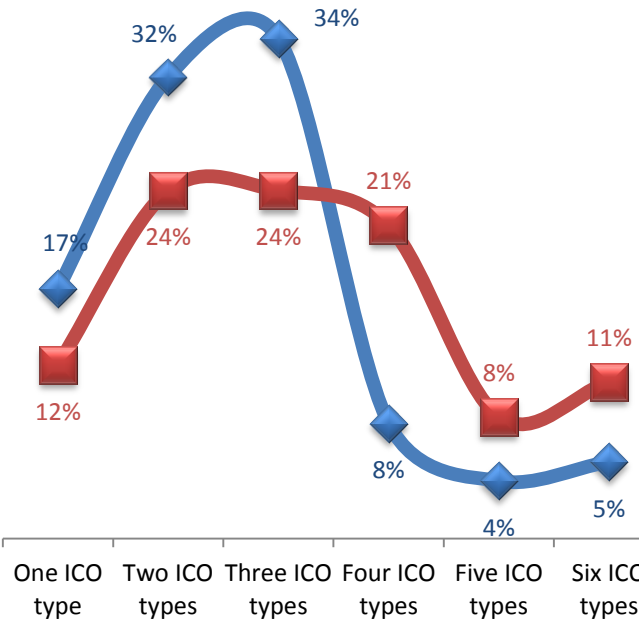
Innovation was rated significantly higher than other instrument types (with only 5 completed TE had used innovation as instrument type) P value is 0.049

WBI's portfolio is shifting significantly toward more complex change strategies in terms of number of targeted ICC, ICO, and instrument types

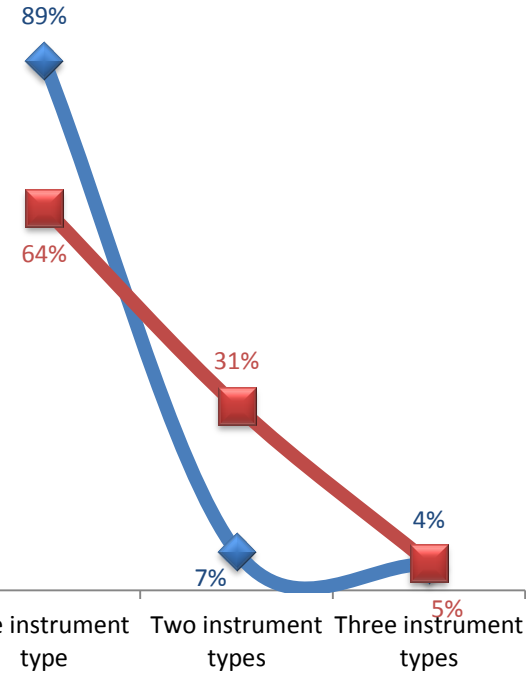
Institutional Capacity Changes



Intermediate Capacity Outcomes



Instrument Types

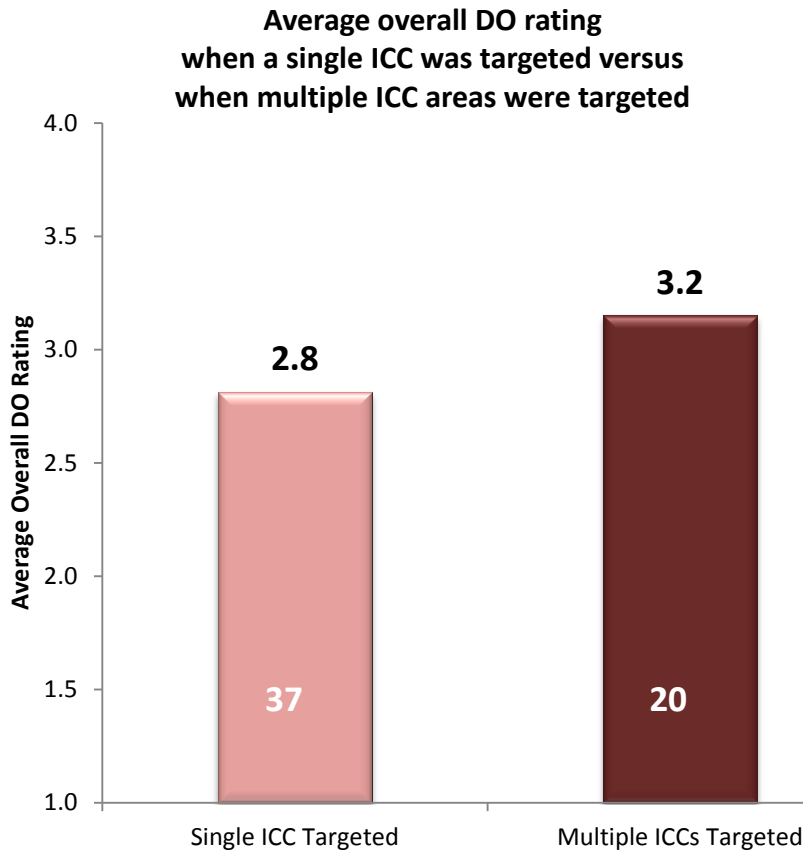


◆ FY12 & FY13 Completed ■ FY13 Ongoing

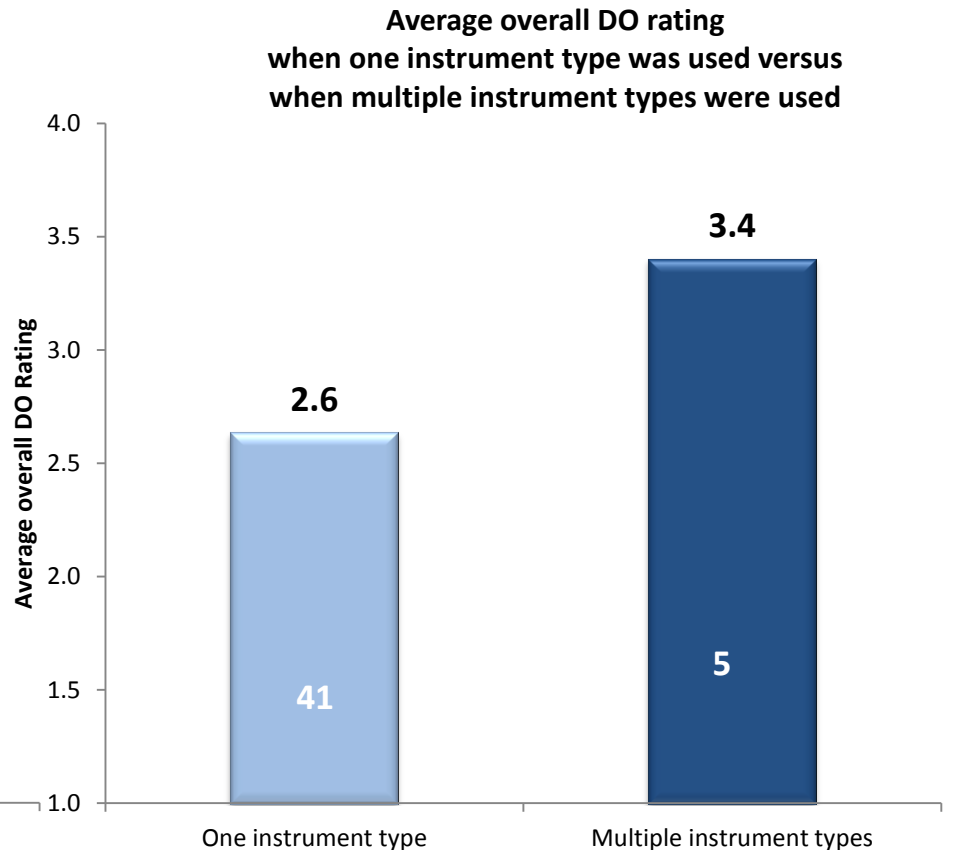
X Axis: Number of ICO/ ICC areas, Instrument Types

Y Axis: Percentage of Portfolio

Initiatives with more complex change strategies, in terms of number of targeted ICCs and instrument types, tend to be rated significantly higher by their initiative leaders than those with less complex strategies



Note: P value for one-tailed test of significance: 0.0793



Note: P value for one-tailed test of significance: 0.0418

Remaining Challenges and New Opportunities

- Most of the infrastructure, including governance arrangements and systems, is in operation.
- Progressive internal uptake of the results focus beyond just compliance
- Using results data constructively to manage the organization's portfolio
- Mainstreaming the approach – New WBG strategy and Goals could be supported by WBI's experience with results