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

Listening to WBI's Clients
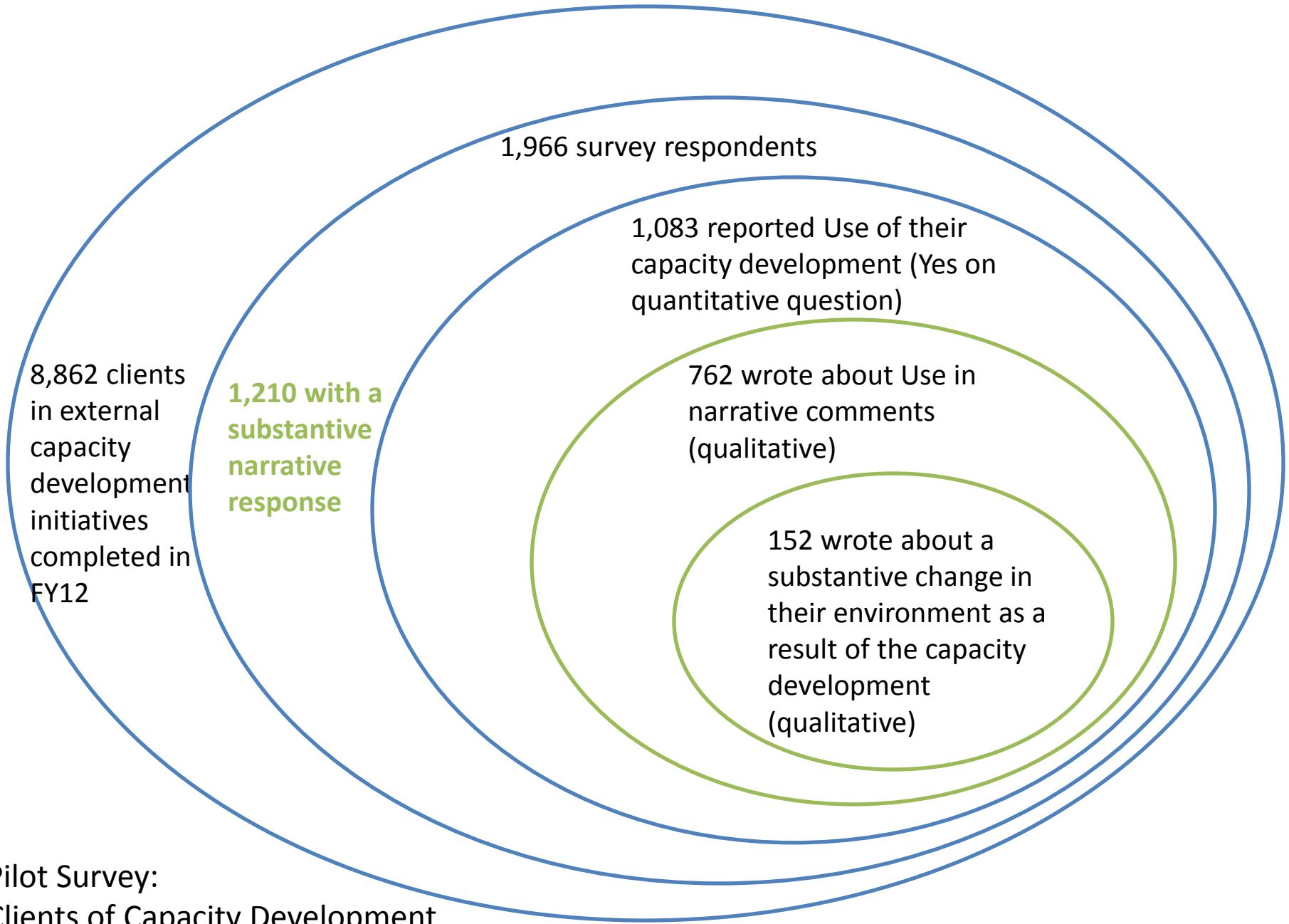
Use of the Capacity Development Results Framework to Analyze Data From a Pilot Survey of Clients of World Bank External Capacity Development

Joy Behrens

WBI Capacity Development and Results Unit

American Evaluation Association

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1,966 survey respondents

1,083 reported Use of their capacity development (Yes on quantitative question)

8,862 clients in external capacity development initiatives completed in FY12

1,210 with a substantive narrative response

762 wrote about Use in narrative comments (qualitative)

152 wrote about a substantive change in their environment as a result of the capacity development (qualitative)

Pilot Survey:
Clients of Capacity Development
(Dec 2012 - Jan 2013)

2

2. Please rate how effective the activity above is (or was) in:

	Very Ineffective 1	Ineffective 2	Somewhat Ineffective 3	Somewhat Effective 4	Effective 5	Very Effective 6	Don't know	Not applicable	Prefer not to answer
Improving your own understanding, knowledge, or skills	○	○	○	○	○	○	○	○	○
Improving the c... action of a grou... you are a part (e... coalition, netwo...									
Improving your ... products, projec...									
Helping to impro... sociopolitical en...									
Helping to streng... aspect of a polic...									
Helping to impro... effectiveness of ... organization									

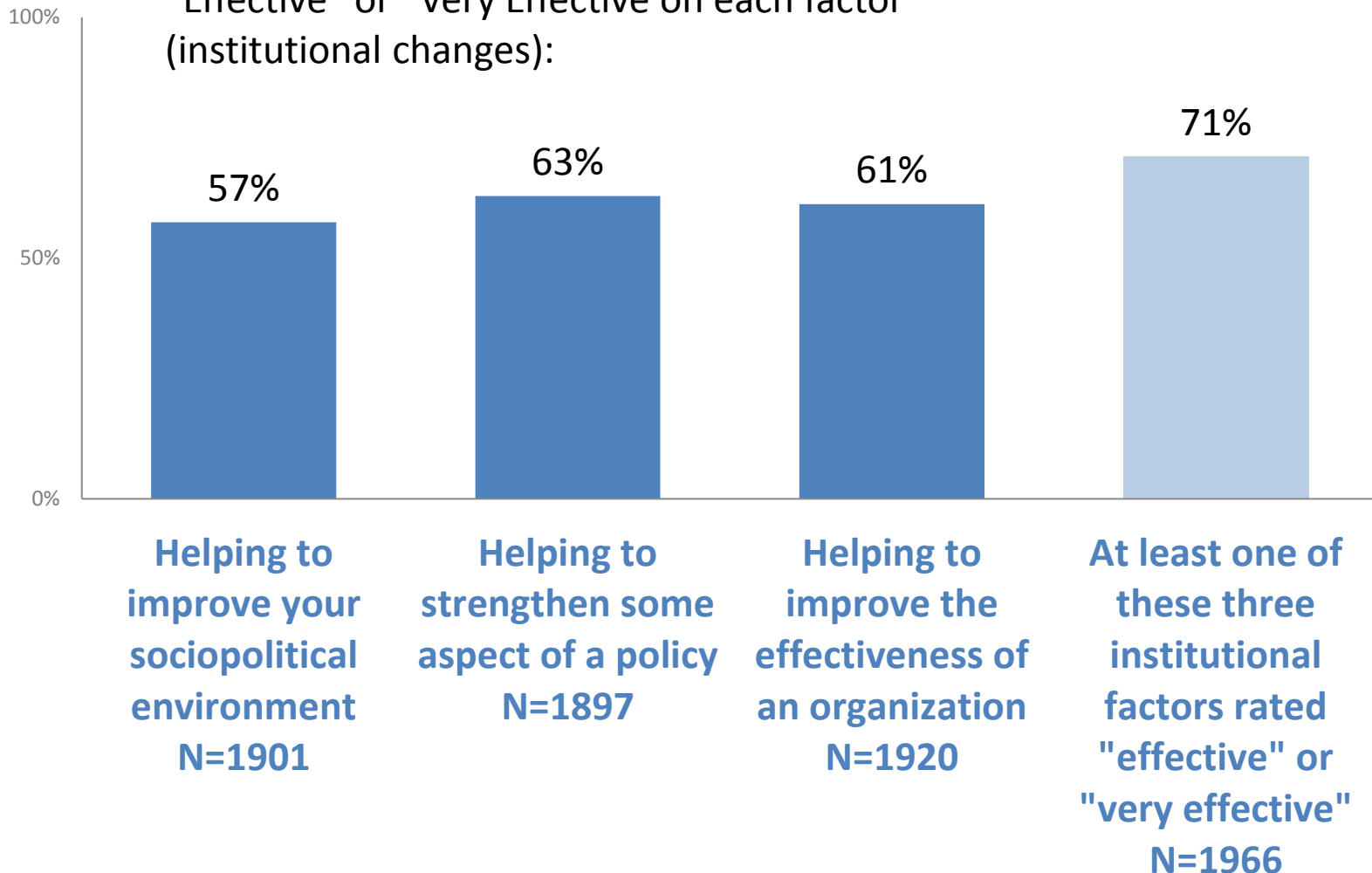3. Have you (or anyone else you know of) MADE USE OF the activity identified above?

○ Yes

○ No

○ Not yet

3a. If yes, please describe how this activity was used and to what effect.

How was the activity used? By whom? What, if anything was the result?

{box for narrative response, paragraph length}

3

Percentage of respondents rating their WBI activity "Effective" or "Very Effective on each factor (institutional changes):
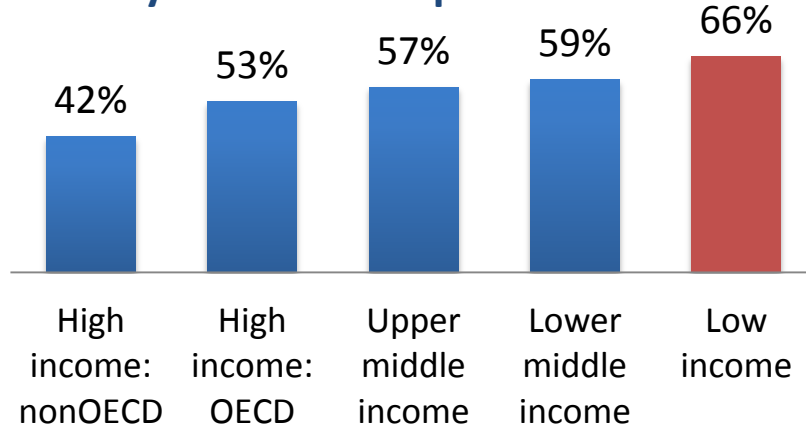
From the TE Client Survey, December 2012-January 2013, covering 45 FY12 WBI TE products.

The graphs above show the percentage of respondents who gave a rating of "Effective" or "Very Effective" when asked to rate how effective their activity was on each of the factors above.
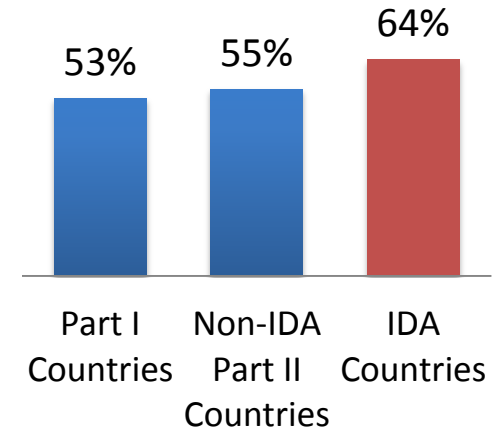
The rating scale contained 6 response options: Very Ineffective, Ineffective, Somewhat Ineffective, Somewhat Effective, Effective, and Very Effective.

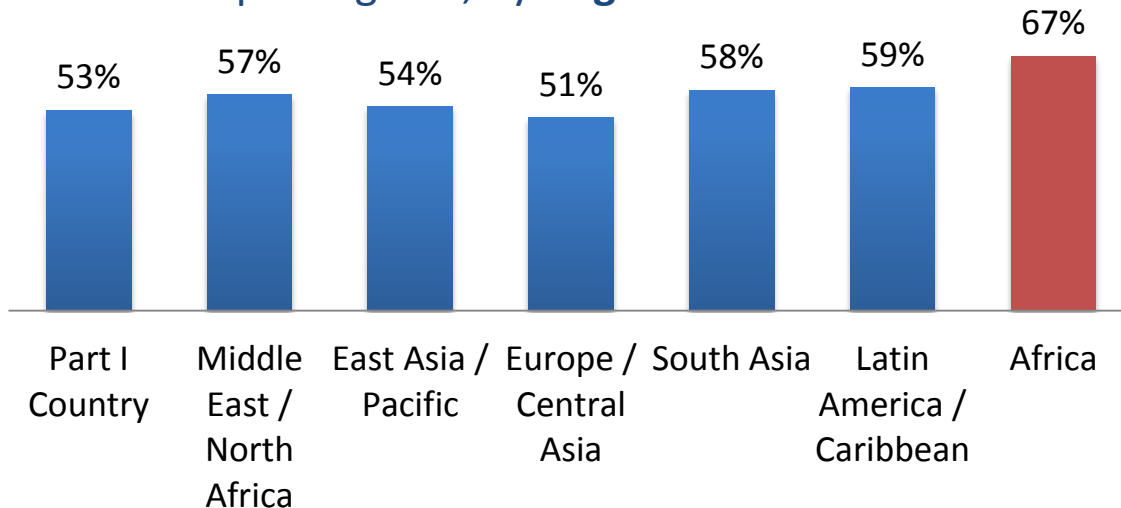# Comparison of percentage reporting Use, across country of respondent
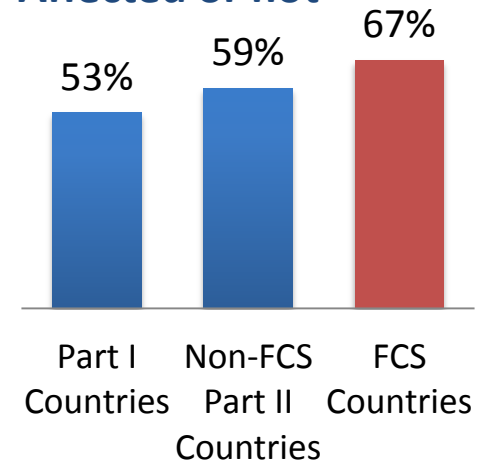
% reporting Use, by **Country Income Group**

High income: nonOECD	High income: OECD	Upper middle income	Lower middle income	Low income
42%	53%	57%	59%	66%

% reporting Use, by **IDA (eligible for concessional financing) or not**

Part I Countries	Non-IDA Part II Countries	IDA Countries
53%	55%	64%

% reporting Use, by **Region**

Part I Country	Middle East / North Africa	East Asia / Pacific	Europe / Central Asia	South Asia	Latin America / Caribbean	Africa
53%	57%	54%	51%	58%	59%	67%

% of "Use" by **Fragile/Conflict Affected or not**

Part I Countries	Non-FCS Part II Countries	FCS Countries
53%	59%	67%

5

Clients' ratings of effectiveness on each outcome

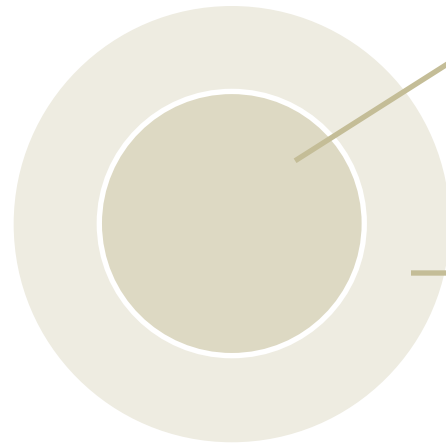| Outcome	Percent
Helping to improve your sociopolitical environment	57%
Helping to improve the effectiveness of an organization	61%
Helping to strengthen some aspect of a policy	63%
Improving the collaborative action of a group of which you are a part	64%
Improving your work products, projects, or plans	67%
Improving your own understanding, knowledge, or skills	82%

■ Percent who responded "effective" or "very effective"

Outcomes targeted by the 45 capacity development initiatives assessed in the pilot survey

Outcome	Number of initiatives that targeted this outcome
Awareness and knowledge	38
Relational outcomes	32
Inclusiveness of stakeholder ownership	18
New implementation know-how	13
Effectiveness of organizational arrangements	11
Efficiency of policy instruments	10

■ Number of initiatives that targeted this outcome

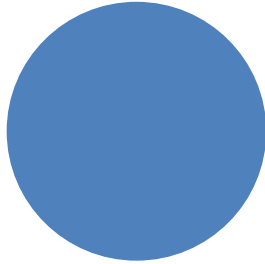Comparison of outcomes targeted vs. outcomes achieved

Inner circle:

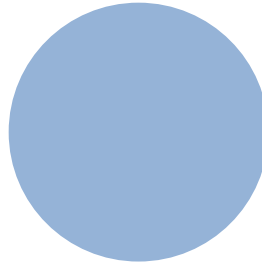The initiatives that **targeted** this outcome

Outer circle:

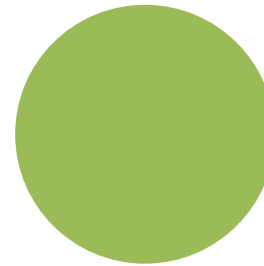The initiatives that did not target this outcome

Dark blue:

This group got **lower** ratings on the outcome of interest

Light blue:

This group got higher ratings, on some dimensions unrelated to the outcome of interest

Green:

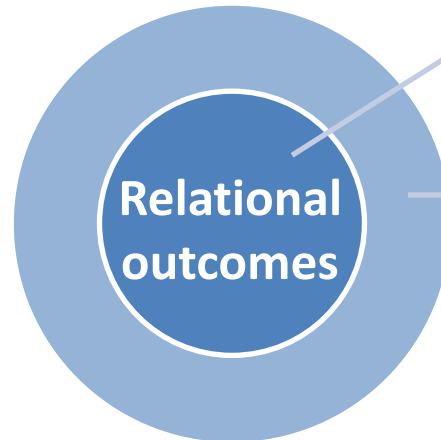This group got **higher** ratings on the outcome of interest

Intermediate outcomes targeted

Awareness and knowledge

Among 38 initiatives targeting this, 80% of respondents gave high ratings on effectiveness in improving your own understanding, knowledge, or skills

Among 7 initiatives targeting something else, 71% gave high ratings on effectiveness in Improving your own understanding, knowledge, or skills
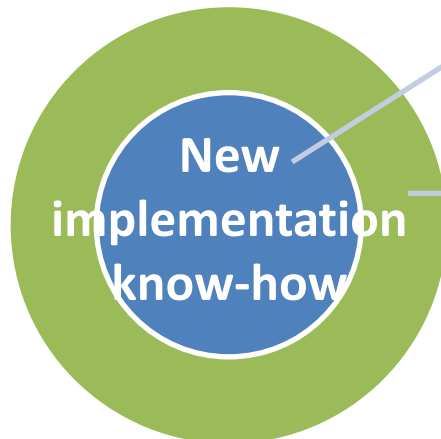
The 38 initiatives also received higher ratings on Technical quality, Engagement with you, Timeliness, and Usefulness

Relational outcomes

32 initiatives targeted these. No significant difference in ratings on effectiveness in improving the collaborative action of a group of which you are a part.

13 initiatives targeted something else.

The 13 initiatives received higher ratings on various other dimensions.

New implementation know-how

Among 13 initiatives targeting these, 62% of respondents gave high ratings on effectiveness in improving work products, projects, or plans.

Among 32 initiatives targeting something else, 68% gave high ratings on effectiveness in Improving work products, projects, or plans.

The 32 initiatives received higher ratings on various other dimensions as well.

Institutional changes targeted

Inclusiveness of stakeholder ownership

18 initiatives targeted this. No significant difference in ratings on effectiveness in helping to improve your sociopolitical environment.

27 initiatives targeted something else.

Efficiency of policy instruments

Among 10 initiatives targeting these, 70% of respondents gave high ratings on effectiveness in helping to strengthen some aspect of a policy.

Among 35 initiatives targeting something else, 57% gave high ratings on effectiveness in helping to strengthen some aspect of a policy.

The 10 initiatives also received higher ratings on various other dimensions.

Effectiveness of organizational arrangements

11 initiatives targeted this. No significant difference in ratings on effectiveness in helping to improve the effectiveness of an organization.

34 initiatives targeted something else.

The 11 initiatives received higher ratings on a few other dimensions.
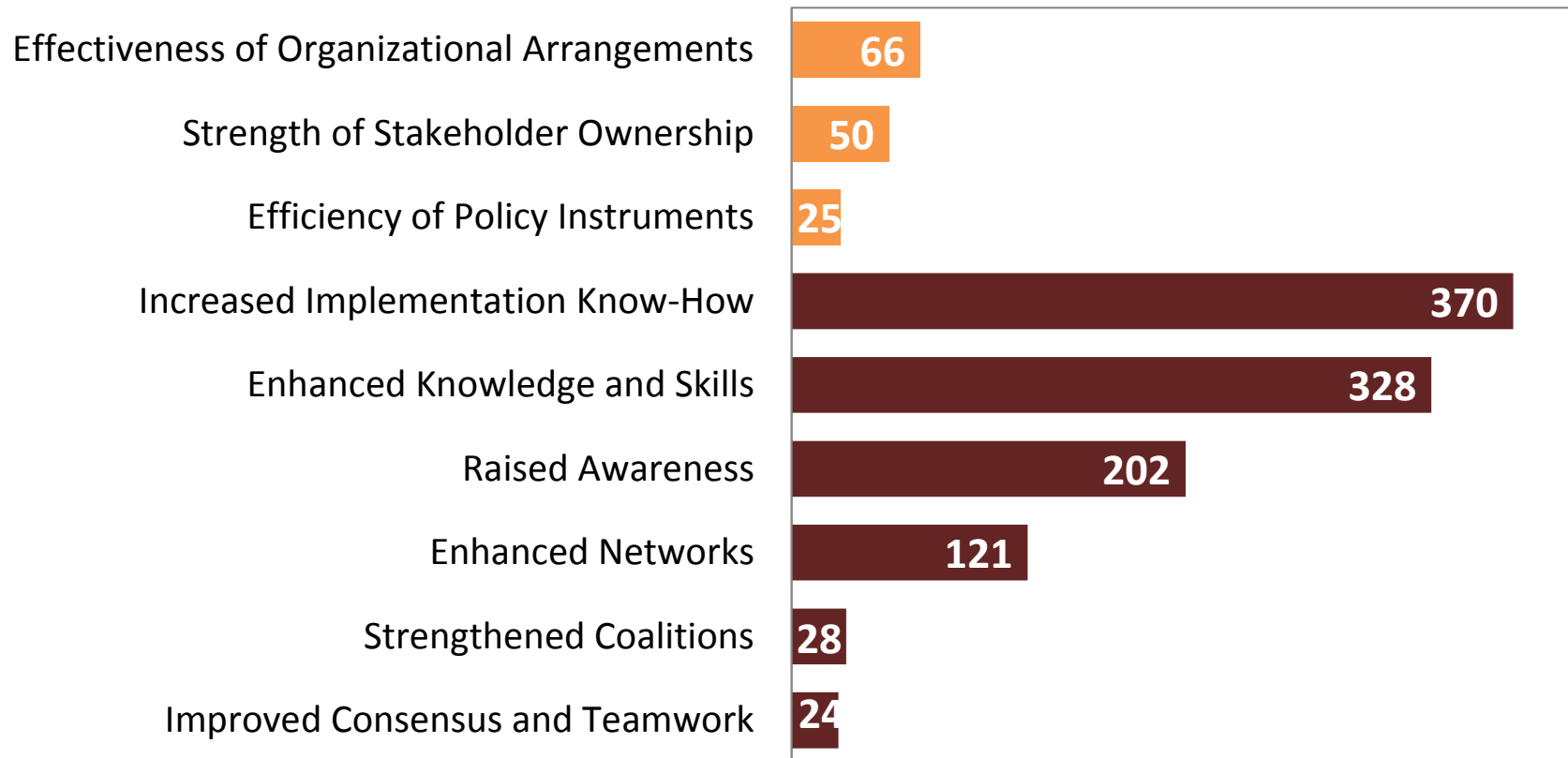
Analysis of narrative responses
→ better understanding of outcomes

3a. If yes, please describe how this activity was used and to what effect.

How was the activity used? By whom? What, if anything was the result?

{box for narrative response, paragraph length}

Respondents wrote about institutional changes and intermediate capacity outcomes:

Outcome	Number
Effectiveness of Organizational Arrangements	66
Strength of Stakeholder Ownership	50
Efficiency of Policy Instruments	25
Increased Implementation Know-How	370
Enhanced Knowledge and Skills	328
Raised Awareness	202
Enhanced Networks	121
Strengthened Coalitions	28
Improved Consensus and Teamwork	24

Number of respondents who mentioned each type of outcome, among 762 respondents who checked the box "Yes" that they had used the activity and also mentioned some use in their written comments, WBI activities only, from the TE client survey pilot. Note that some respondents mentioned outcomes that fit into several categories.

Respondents wrote about institutional changes and intermediate capacity outcomes:

Effectiveness of Organizational Arrangements **66**

Strength of Stakeholder Ownership **50**

Efficiency of Policy Instruments

Increased Implementation Know-How

Enhanced Knowledge and Skills

Raised Awareness

Enhanced Networks

Strengthened Coalitions **28**

Improved Consensus and Teamwork **24**

"This activity has greatly improved my relationship with the Ogiek of Mt Elgon and Sengwer of Cherangany Hills, Indigenous People affected by Kenya Natural Resource Management Project. Majority now support the project."
Strategic Communication and Stakeholder Analysis Course – Oct 2011

Respondents wrote about institutional changes and intermediate capacity outcomes:

Effectiveness of Organizational Arrangements — **66**

Strength of Stakeholder Ownership — **50**

Efficiency of Policy Instruments — **25**

Increased Implementation Know...

Enhanced Knowledge and...

Raised Awar...

Enhanced Net...

Strengthened Coa...

Improved Consensus and Teamwork

"Albania has recently adopted the new law on territorial planning….. A new integrated holistic development is the core of this planning procedure. Agreement with municipalities around the city was signed to ensure a wider inclusion to the process. We never had in Albania procedures open to the public at this level of participation and with this quality of presentation."

Innovative and Sustainable Cities Symposium (SE Europe) – May 2011

Respondents wrote about institutional changes and intermediate capacity outcomes:

Effectiveness of Organizational Arrangements

Strength of Stakeholder Ownership

Efficiency of Policy Instruments

Increased Implementation Know-How

Enhanced Knowledge and Skills

Raised Awareness

Enhanced Networks **121**

Strengthened Coalitions **28**

Improved Consensus and Teamwork **24**

"….The game was inspiring and allowed me to connect with a diverse range of similarly motivated social innovators, many of whom I'm still in touch with. It also gave me the support I needed to start a non-profit educational program which has had some success, if not as much as I think the world could use!"
EVOKE – a crash course in changing the world – May 2010

Convergence between Institutional Changes and Intermediate Capacity Outcomes

Institutional Capacity Changes

Intermediate Capacity Outcomes	Strength of Stakeholder Ownership	Efficiency of Policy Instruments	Effectiveness of Organizational Arrangements
Awareness raised	29	9	19
Knowledge or skills enhanced	15	10	21
Improved consensus and teamwork	3	1	0
Strengthened coalitions	6	1	3
Enhanced networks	4	1	3
Increased implementation know-how	19	20	32

Of 123 records in which narrative was coded as alluding to an institutional change, the number of records in which narrative alluded to both an institutional change and an intermediate capacity outcome.

Shapes are not to scale.

16

Comments? Questions?

Thank you!