

# APPENDIX A

## About DIME

### The DIME Model

#### *Generating Evidence and Motivating Change*

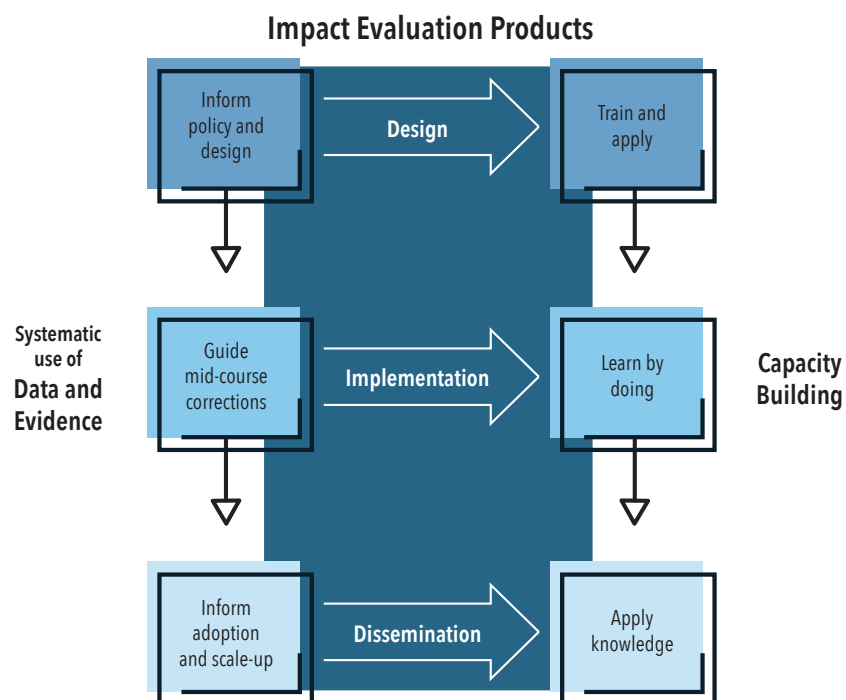
The World Bank’s Development Impact Evaluation (DIME) department generates high-quality and operationally relevant data and research to transform development policy, help reduce extreme poverty, and secure shared prosperity. It develops customized data and evidence ecosystems to produce actionable information, and recommends specific policy pathways to maximize impact. The goal is to use rigorous evidence to motivate policy change to save and improve lives.

DIME’s approach engages clients to define the content or purpose of an impact evaluation (IE) so

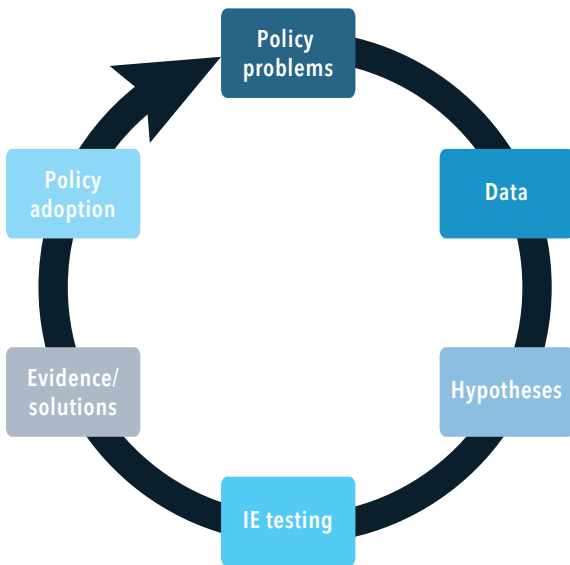
that they value its results and take action based upon its findings (figure A.1). Our model generates learning in each stage of the project cycle to demonstrate the value of an adaptive approach (see figure A.2) and maintain client engagement. At the project level, DIME’s model generates evidence throughout its life cycle (figure A.3). It is a model for real-time, evidence-based policy making. The work is based on co-production aimed at transferring capacity and know-how to partners to make mid-course corrections and scale-up successful policy instruments to achieve policy outcomes.

These corrections increase the rate of return on underlying investments by large margins, far exceeding research costs. The department

■ ■-Figure A.1 DIME’s Impact Evaluation Model



■ ■ **Figure A.2** DIME's Evaluation Cycle



conducts research in 64 countries across development sectors with a portfolio of over 240 engagements, leveraging a \$180 million research budget against \$26 billion in development finance. It also provides advisory services to 30 multilateral and bilateral development agencies.

DIME Analytics invests in public goods to improve the quality and reproducibility of development

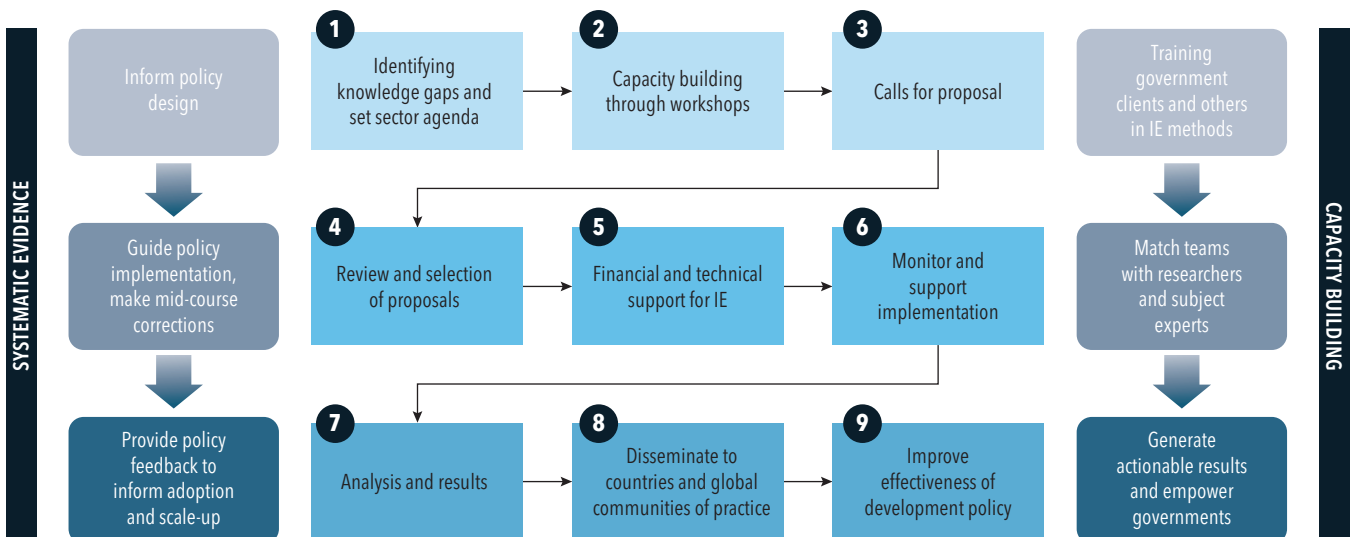
research worldwide. From DIMEWiki to tool-kits, training, and summer schools, DIME is servicing the global community of researchers and, in so doing, improving the quality of global policy advice.

By taking a programmatic approach to evidence generation and breaking ground in untapped sectors, DIME has helped shape an important part of the development research agenda into a coordinated framework, while leveraging economies of scale and successfully crowding in financing from the Bank and external donors to generate strong returns to investments.

### *Engagement with World Bank Global Practices and Cross-Cutting Solutions Areas*

For DIME, engagement with World Bank sectors (Global Practices, or GPs) and thematic areas (Cross-Cutting Solutions Areas, or CCSAs) has helped to develop economies of scale in learning and has been a strategic approach to changing development practice. Partnerships across sectors and thematic areas serve multiple

■ ■ **Figure A.3** DIME's Operating Model



purposes: defining knowledge priorities; strategically selecting cases for evaluation; and promoting learning, externalities, and feedback across the portfolio.

Engagement with Global Practices and management aligns the priorities of World Bank staff by increasing incentives to invest in operational knowledge. These incentives are both financial and otherwise. They include communicating managerial preferences and incentives for project teams; developing group dynamics and competitions for excellence in learning; and providing direct financial incentives and research resources to conduct analytical work. This model has been adopted across all World Bank sectors that have a program with DIME.

### *Engagement with External Partners*

DIME partners with many bilateral agencies, multilateral development banks (MDBs), and academic institutions. In 2014, the United Kingdom (through the Foreign, Commonwealth & Development Office—FCDO) partnered with DIME to create a multidonor trust fund for impact evaluation called i2i (Impact Evaluation to Development Impact) to take DIME’s model to scale. In 2020, this fund was elevated to Umbrella Facility status in the World Bank to coordinate donor financing for data and impact evaluation research. The fund is now co-financed by the European Union (EU), the Norwegian Agency for Development Cooperation (Norad), the Swedish International Development Cooperation Agency (Sida), the German Federal Ministry for Economic Cooperation and Development (BMZ), and the World Food Programme (WFP). Many other partners support the effort, including the Global Agriculture and Food Security Program (GAFSP), the Gates Foundation, and two dozen multilateral and bilateral organizations.

These partnership investments enable DIME to take a more programmatic approach to generating evidence and have brought i2i to the forefront of development discussions.

### *Engagement with Clients*

Engaging with government agencies and other clients early and often in the IE design process ensures they actively participate in defining the research from day one. This sets the foundation for building client capacity and empowering policy makers and practitioners to exert control over their local environment, using data and evidence generated during an IE to make mid-course corrections or using final results to inform scale-up decisions. Ultimately, clients become educated producers and consumers of evidence, whether from IEs or other types of research, and local capacity for the systematic use of data, experimentation, and evidence for policy making is created.

At the same time, IE researchers benefit from relationships with policy makers and practitioners. It affords them a better understanding of the policy and institutional contexts, allowing them to better tailor the research, and the opportunity to introduce policy variants that can be rigorously tested.

### *Workshops to Build Capacity and Stimulate Thinking*

The IE workshop is the vehicle for initiating, stimulating, and strengthening this process. Workshops are tailored to thematic groups of two-dozen or more projects with similar objectives. They are used to train government and operational staff, share relevant global evidence, and facilitate the process of project and IE design. Each project is assigned a research team to develop the initial IE design for submission to

i2i's competitive call for proposals. Over the last 8 years, DIME and the i2i Trust Fund have delivered around 30 global workshops, training over 3,000 participants.

## The Impact Evaluation IE Design

After DIME workshops, consistent follow-up helps consolidate ideas and turn them into a series of concrete actions that, ultimately, lead to the successful completion of a program of IEs. A critical first step is securing buy-in from a broad range of stakeholders, including decision-makers in government, World Bank operational and country management staff, and the IE research team.

The possibility of seed funding from i2i is an important impetus for building such a coalition. In preparing their expressions of interest (EOI), teams build on the initial concept developed at the workshop by refining key details of IE design. i2i's double-blind external technical review process selects the set of technically viable proposals. Once seed funding is secured, IE and operational teams work toward fully defining the research design, which is documented in a concept note. The full design is subject to peer review for both technical quality and policy relevance. The results of the technical review are submitted to the World Bank for internal review. Completing the concept note review is the final step in the IE design process and represents a formal commitment by all parties to continue working on the IE through to completion.

### *Moving to Implementation*

The IE concept note defines a data strategy tailored to the IE's needs and the project's monitoring needs. The approach integrates existing data with newly generated data, using DIME's established capacity—from collecting survey data; to leveraging innovations in digital data collection

tools, remote sensing techniques, and big data processing; to integrating data from administrative information systems. The goal is to construct improved data infrastructure, use it to generate useful and actionable information from the early stages of implementing the program, and increase the rate and frequency of experimentation and knowledge generation. The idea is to motivate responsive policy actions and build sustainable systems.

DIME applies rigorous scientific methods of inquiry to obtain actionable and precise answers to the important questions policy makers put forth. We use multiarm, randomized controlled trials (RCTs) in 80 percent of IEs, and we complement these RCTs with other causal inference methods. We embed analytical thinking at all stages of collaboration with country partners to constantly and iteratively suggest ways to improve and maximize the impact of development policies and interventions.

The IE team merges research, operations, and project management, and implements these activities with the technical support of a field coordination team based in each country involved in the evaluation. DIME's work is part and parcel of the operational work, and research teams work with implementing teams daily. The DIME model seeks to work with both producers and consumers of evidence throughout the life cycle of the evaluation, from setting the agenda to implementation and analysis. This process ensures research is relevant, and fosters a process of learning by doing through which the implementers become informed consumers of impact evaluations. In this sense policy dialogue and capacity building become intertwined.

DIME IEs are designed to yield actionable recommendations that support operational decisions

with hard evidence. DIME embeds the latest available evidence into project design, and sets up the necessary data systems. We also:

- Provide support for defining the research agenda;
- Execute implementation protocols and support;
- Collect data;
- Conduct analysis and report results;
- Inform policy dialogue;
- Build capacity by offering formal trainings, and by developing analytical frameworks, protocols, measurement instruments, and other tools; and
- Engage the local research community through impact evaluation summer schools, local university partnerships, and internships.

Through this approach, DIME builds ownership of the results among all stakeholders, which is critical to achieving policy impact.

## Ensuring Quality and Monitoring Performance

### *A Review Process that Ensures High Technical Quality*

DIME uses a double-blind external review process and technical committee oversight at all stages of the IE process. Proposals also are scored by World Bank Global Practices and regional focal points on policy relevance and feasibility of implementation. Final decisions are made by a technical committee comprised of senior economists

from the World Bank's Research Group. At the final report stage, a similar review process takes place. Concept notes and IE reports are also submitted to the standard World Bank review process to ensure accountability to country and sector teams.

### *Monitoring Our Products*

DIME has created a one-of-a-kind monitoring system to track the evolution and progress of the IE portfolio and to identify ways to increase our impact. **MyIE** is a web-based database management system covering 200 indicators about the impact evaluation's profile and status, evaluation design, data collection aspects, monitoring and quality indicators, counterpart details, influence on programs and policies, and documentation. The system facilitates the management of the DIME IE portfolio and allows users to produce tailored reports on different variables—including cost, timeline, analytical design, data collection, and geographic area.

The system was developed to include additional functionalities: it serves not only as a data collection tool, but also as a knowledge tool for teams, who can download reports and data (including data and IE outputs) from the system at any time. In the future, the system will provide public access to aggregated descriptive statistics and documentation for completed evaluations. The objective is for MyIE to be a recording system for all DIME evaluations, and potentially record all World Bank impact evaluation work.