

APPENDIX B

i2i Umbrella Facility

Delivering on Our Commitments

Between 2014 and 2022, DIME launched a global portfolio of impact evaluations supported by the i2i trust fund. Internally, a newly created, World Bank-wide governance model, establishing partnerships with the World Bank's Global Practices (GPs) and Cross-Cutting Solutions Areas (CCSAs), was used to define knowledge priorities, select strategic cases for impact evaluation, and secure portfolio learning and feedback. These partnerships engage senior leadership and dedicated sector teams to shape project designs and structure experiments to guide project implementation toward greater effectiveness (Legovini, Di Maro, and Piza 2018). This has helped speed up the implementation rate of these projects and steer decisions toward improving results.

DIME has secured program participation from many development partners interested in DIME's operating model and evidence. These partners also contributed ideas, projects, and resources to our global effort to improve development practice. Some notable participants—both funders and partners—include:

- Bilaterals such as the United Kingdom, Norway, Germany, and Sweden;
- Multilaterals including the EU, AfDB, EBRD, laDB, and IsDB;
- Global funds such as GAFSP, Gates Foundation, CIF, and WFP; and
- Other World Bank single-donor and multidonor funds including SIEF, Jobs Umbrella MDTF,

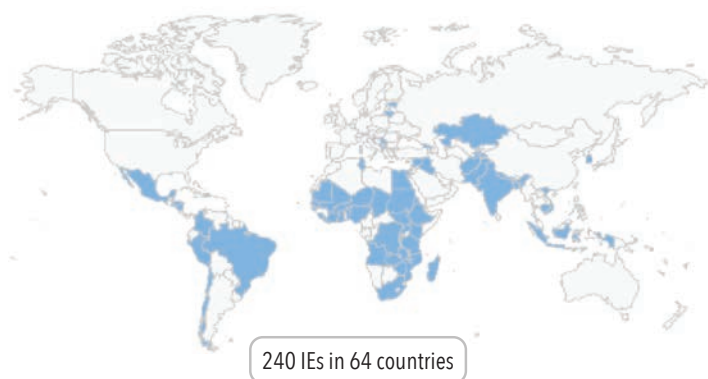
SANAFSI, SPF, Korea-World Bank Group Partnership Facility, CEGA, IGC, the Japan Policy Fund, IIIE, the Umbrella Facility for Gender Equality, KCP, SEED, PROFOR, and ID4D.¹

Through these partnerships, we:

- Built a portfolio of over 240 impact evaluation engagements across 64 countries that shaped the design and implementation of \$20 billion in development financing (see map B.1; for a complete list, see Appendix C).
- Built the capacity of 400 partner institutions and trained more than 3,000 policy makers and development practitioners through 30 global workshops and more than 500 training events, as outlined in table B.1 at the end of this Appendix.
- Achieved a high level of policy influence: 74 percent of projects adopted the recommendations of the arm of the randomized controlled trial

¹ European Union (EU); African Development Bank (AfDB); European Bank for Reconstruction and Development (EBRD); Inter-American Development Bank (laDB); Islamic Development Bank (IsDB); Global Agriculture and Food Security Program (GAFSP); Gates Foundation (Gates); Climate Investment Fund (CIF); World Food Programme (WFP); Strategic Impact Evaluation Fund (SIEF); Jobs Umbrella Multidonor Trust Fund (MDTF); South Asia Food and Nutrition Security Initiative (SAFNI); State and Peace Building Fund (SPF); Korea-World Bank Group Partnership Facility (K-WBP); the Economic Development and Institutions Initiative of the Center for Effective Global Action (CEGA); the International Growth Centre (IGC); Japan Policy and HR Development Fund (PHRD); International Initiative for Impact Evaluation (IIIE); the Umbrella Facility for Gender Equality Knowledge for Change Program (KCP); Stanford Institute for Innovation in Development Economics (SEED); the Program on Forests (PROFOR); and Identification for Development (ID4D).

■ ■ Map B.1 The Worldwide i2i Portfolio



(RCT) proving more effective; 67 percent scaled up or down their programs depending on the IE results.

- Increased returns to development finance by large margins and improved livelihoods in 26 million households and at 25,000 firms.

We have achieved these results by:

- Developing an innovative, bottom-up operating model.
- Transferring IE knowledge and tools to clients and matching them with technical experts to deliver the highest quality products of policy relevance.
- Adopting high standards of IE research through a rigorous, three-stage technical and policy review process drawing on external technical experts, internal policy experts, and an independent technical committee for assessment of feasibility and the contribution to knowledge gaps, registration of trials, and ethical review.
- Launching DIME Analytics, a centralized unit responsible for developing and ensuring the adoption of best practices in data collection and analysis across DIME's portfolio, as outlined above. DIME Analytics identifies inefficiencies and practices that compromise research quality, develops improved workflows, creates and tests tools needed for their adoption, and

then provides the training and technical support necessary to sustain adoption.

- Investing in improving global standards of IE research by producing public goods such as:
 - **DIME Wiki**, a one-stop shop for guidance and resources on IE research, with over 850,000 views since launching in 2018;
 - **ietoolkit** and **iefieldkit**;
 - Stata statistical software packages featuring commands to routinize common IE data tasks; and
 - **Manage Successful Impact Evaluations**, an annual, hands-on course designed to improve the skills and knowledge of IE practitioners.
- Publishing *Development Research in Practice: The DIME Analytics Data Handbook*, a step-by-step guide to achieving high-quality, reproducible data over the lifecycle of a research project. It is a full-length reference text detailing data and research workflows at each stage of a research project, guiding readers through best practices for code and data handling from inception to publication. It is a complete introduction to modern, reproducible code and data work to be used as a training manual for new staff, a textbook companion to an undergraduate or graduate-level empirical methods course, or a desk reference for practitioners at any level. A seven-week virtual training course was also delivered to accompany the book, which attracted 2,813 students from around the world, 70 percent of whom were from Sub-Saharan Africa. Participants rated the course highly, and tests on the subject matter administered before and after the course showed knowledge gains of 64 percent.
- Making all data from DIME's published impact evaluation studies available to the global research community through the World Bank's Microdata Library.

■ ■-Figure B.1 i2i Thematic Pillars



The i2i provided seed financing for all activities in its portfolio. The teams also fundraised for the World Bank budget and clients. Fifty percent of IE portfolio costs are covered by the i2i trust fund, with the other 50 percent funded by a combination of other World Bank trust funds, the World Bank budget, and government client contributions. Beyond what was agreed to with donors, DIME has surpassed its **donor results framework** commitments to produce additional programs and systems of great value to development research and development finance. These include frameworks, tools, and services geared toward increasing the quality of research, including improvements in research standards and reproducibility, data quality investments, and measurement of policy influence.

Figure B.1 presents the organization of i2i topics around thematic pillars. Between 2014 and 2022, the i2i program completed 11 calls for proposals in the areas of fragility, conflict, and violence; agriculture; energy and environment; governance; trade and competitiveness; transport and digital development; edutainment; and legal identity—all with an underlying gender subtheme. Repeated rounds of program development, increasing the number of operations and IEs through follow-up workshops and funding windows, and an expanding donor base, have contributed to changing the World Bank’s Global Practices’

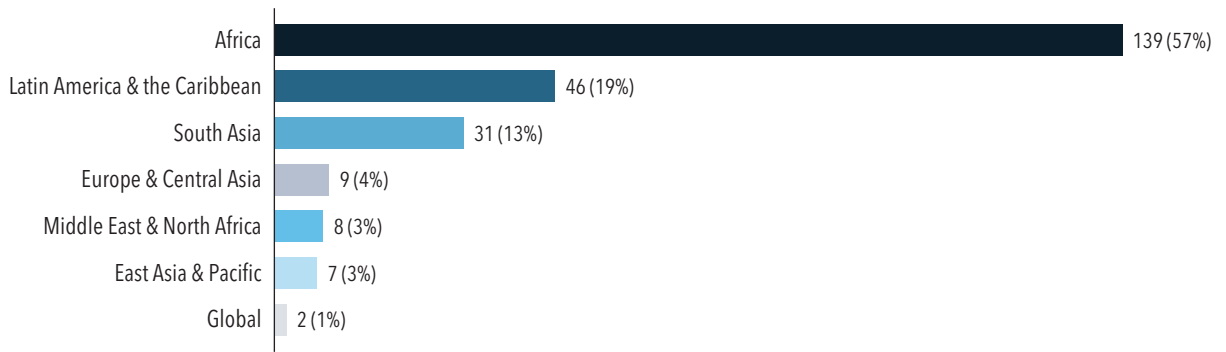
approach to operations, shaping perceptions of what is needed to improve results, and providing evidence to inform specific ways of making operations more effective.

All targets in the i2i results framework have been met or exceeded. Figures B.2 and B.3 show the distribution of the i2i portfolio by region and thematic areas.

The program has met targets for gender (figure B.4) and fragile and conflict-affected situations (figure B.5). At least 21 percent of the portfolio evaluates a gender-specific intervention and 55 percent of the portfolio conducts disaggregated gender analysis, with 33 percent of the portfolio falling under the World Bank’s Gender Cross-Cutting Solutions Area. The program greatly contributed to expanding IE research in fragility, conflict, and violence (FCV) globally. In the portfolio, 25 percent of IEs are in fragile and conflict-affected countries, and 22 percent are in fragile and conflict-affected settings, focusing our interventions on issues of great relevance to those settings.

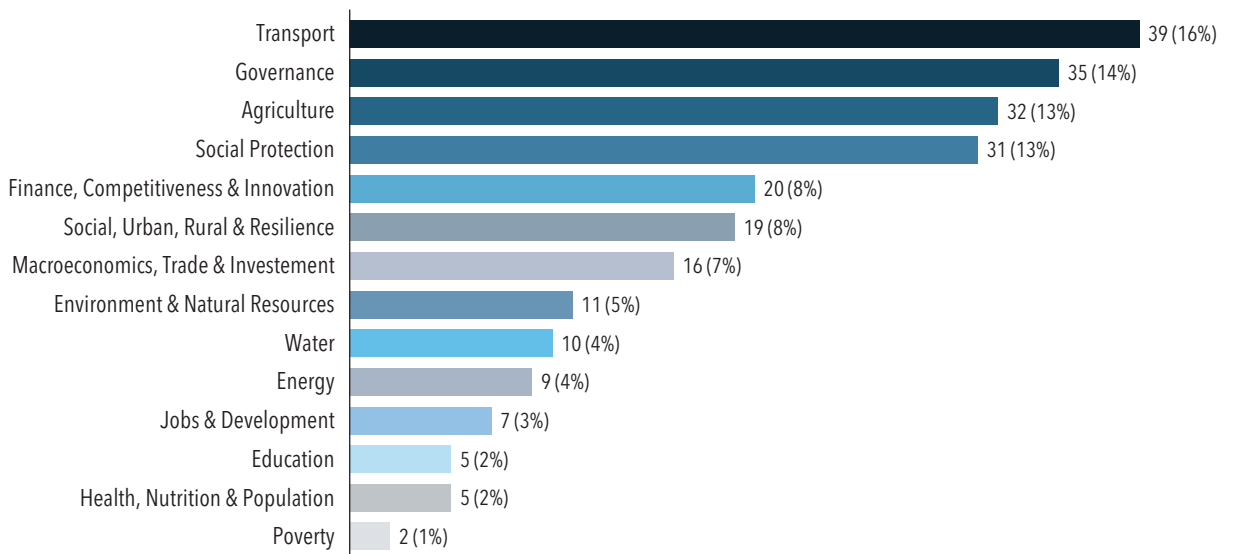
While our research is problem-driven and prioritizes questions over methods, the reality is that every engagement turns into a menu of products, from the descriptive to carefully identified causal inference products. In most cases (77 percent), the IE includes at least one RCT. In 23 percent

Figure B.2 Distribution of the i2i Portfolio by Region



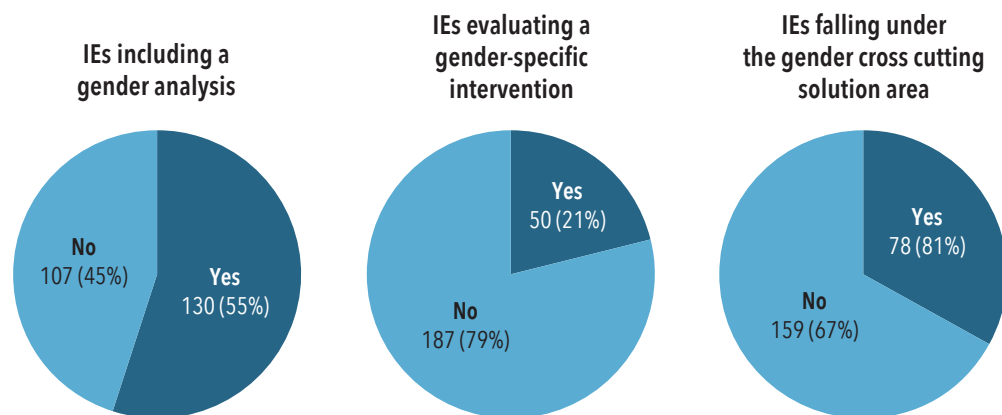
Note: The sum of percentages may not equal 100 due to rounding.

Figure B.3 Distribution of the i2i Portfolio by Global Practice



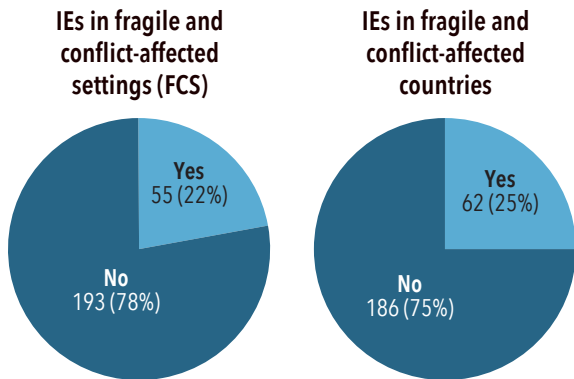
Note: The sum of percentages may not equal 100 due to rounding.

Figure B.4 Distribution of the i2i Portfolio by Gender



Note: The sum of percentages may not equal 100 due to rounding.

Figure B.5 i2i Portfolio in Fragility, Conflict, and Violence

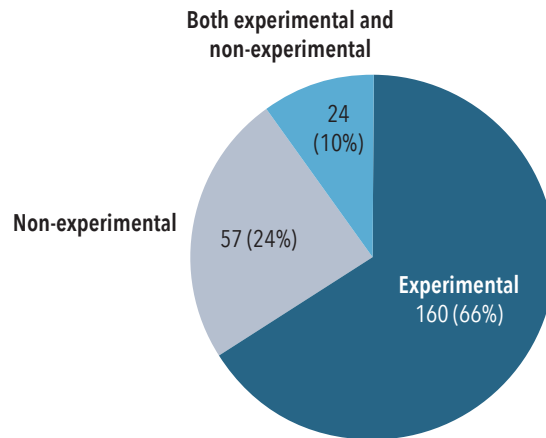


Note: The sum of percentages may not equal 100 due to rounding.

of cases, we use or complement the approach with non-experimental designs. In almost all cases, we also produce descriptive analyses at various points in the data collection cycles. These products all inform a better understanding of the problem and/or provide evidence around the solutions (figure B.6).

Portfolio implementation is on track. As of March 2022, 54 percent of the portfolio was completed, 35 percent under implementation, and the remaining 11 percent under preparation. All IEs are expected to produce working papers and short policy briefs that summarize study results

Figure B.6 Distribution of the i2i Portfolio by Evaluation Method

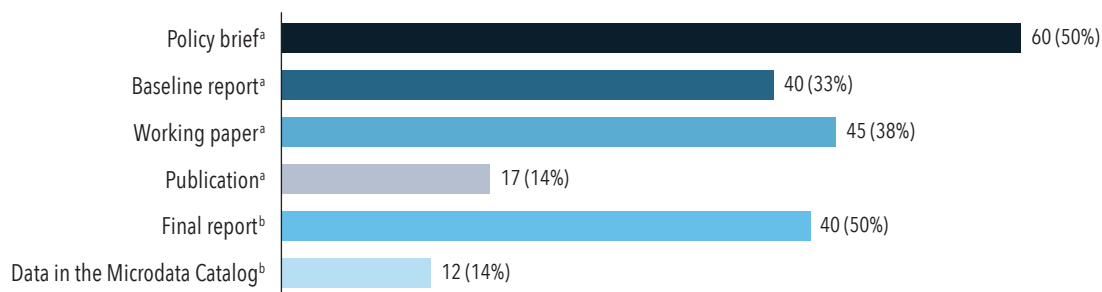


Note: The sum of percentages may not equal 100 due to rounding.

and policy implications (for a list of publications, see Appendix D).

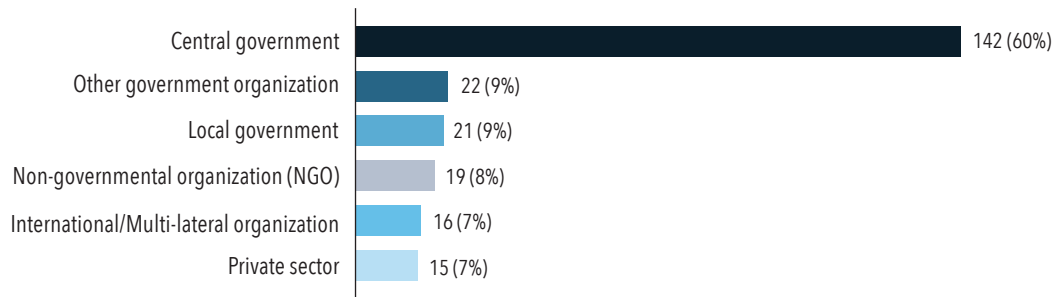
Depending on counterpart demand, some IE teams generate additional products such as baseline and final reports. The latter differ from working papers as they provide wider coverage of results and a more detailed description of project and IE histories. Figure B.7 shows the availability of these products at this stage of the portfolio. Some IE teams also write public-facing products, such as briefs and blogs (published on Medium), to raise the profile of impact evaluation work. DIME's work with the

Figure B.7 Portfolio Products



Note: a) Applicable after baseline results are available; b) applicable after final results are available. The sum of percentages may not equal 100 due to rounding.

■ ■-Figure B.8 IEs By Type of Main Counterpart



Note: The sum of percentages may not equal 100 due to rounding.

World Food Programme’s Office of Evaluation exemplifies this.

Close counterpart collaboration from the early phases of IE design is at the heart of i2i’s operating model. In practice, central and local government agencies are our most common counterparts (figure B.8).

In addition to supporting IE products, the i2i program committed to delivering 14 IE global workshops from 2014 to 2019. We overdelivered on this target, undertaking 30 workshops in close collaboration with the World Bank’s Global Practices and other external partners that have co-financed the activities, thus expanding our ability to deliver more.

As a result, all targets have been met for people trained, participation of organizations, and dissemination to policy makers. The latest data from the i2i monitoring system show that 90 percent of baseline results and 84 percent of the final results from the IEs have been discussed with clients. In addition, IE teams delivered 299 dissemination events at the country level to share findings and results with counterparts and the broader set of

stakeholders. As evidenced by their responses in our client survey, these events are highly valued by clients and there is appetite for more.

Overall, the i2i Umbrella Facility has helped DIME scale-up its activities in a way that is institutionally important and incentive-compatible within the World Bank. It is an example and resource to other development institutions seeking to adopt IE research in order to improve the effectiveness of their support to developing countries. The i2i has also been critical in moving DIME from ad hoc to lasting relationships with country clients, engaging with them in an iterative process of data and evidence generation, and making policy decisions ever more data- and evidence-based.

REFERENCES

Legovini, Arianna, Vincenzo Di Maro, and Caio Piza. 2018. “Impact Development Helps Deliver Development Projects.” Policy Research Working Paper 7157, World Bank, Washington, DC. <http://hdl.handle.net/10986/21154>.

Note: Due to its worldwide status, the impact evaluation “IE Helps Deliver Development Projects” is not included in this report.

■ **Table B.1** Workshops and Dissemination Events, 2014–22

Event	Year	City	Sector	Participants
Evaluating for Peace	March 2014	Lisbon, Portugal	Fragility, Conflict, and Violence	95
Innovations for Agriculture	June 2014	Kigali, Rwanda	Agriculture	126
Annual Conference on Measurement Technology	August 2014	Berkeley, California, USA	Energy and Environment	60
Local Solutions to Global Problems	October 2014	Lisbon, Portugal	Energy and Environment	71
ieGovern Program Launch	January 2015	Istanbul, Turkey	Governance	143
Trade and Competitiveness	May 2015	Istanbul, Turkey	Trade and Competitiveness	139
Global IE Workshop on Transport and ICT	June 2015	Rio de Janeiro, Brazil	Transport and Digital Development	148
Energy and Environment Research Design Follow-Up	July 2015	Chicago, Illinois, USA	Energy and Environment	20
Understanding Bureaucracy through Anthropology and Sociology	February 2016	Washington, DC, USA	Governance	179
Edutainment/ Narrating Behavior Change	May 2016	Mexico City, Mexico	Edutainment	168
Using Evidence to Improve Policy and Program Designs	June 2016	Nairobi, Kenya	Transport and Digital Development	52
Transport and ICT Follow-Up	June 2016	Nairobi, Kenya	Transport and Digital Development	66
Evidence for Agriculture	November 2016	Washington, DC, USA	Agriculture	58
Distributional Impact Analysis	December 2016	Washington, DC, USA	Methods	33
IE Target for Growth	February 2017	Mexico City, Mexico	Trade and Competitiveness	97
Beyond the Status Quo: Using Impact Evaluation Research to Drive Innovation and Improve Outcomes in Health	May 2017	Lagos, Nigeria	Health	82
Identification for Development (ID4D)	May 2017	Washington, DC, USA	Governance	49
DE JURE: Data and Evidence for Justice Reform	June 2017	Washington, DC, USA	Justice	76
ieConnect for Impact	July 2017	Lisbon, Portugal	Transport and Digital Development	136
Development Impact Evaluation Evidence for Agricultural Transformation	November 2017	Rome, Italy	Agriculture	40
Impact Evaluation Workshop: Mass Media Entertainment to Improve Development Outcomes	February 2018	New Delhi, India	Edutainment	82
Policy Research Talk: Employment and Violence in Fragile States	January 2018	Washington, DC, USA	Fragility, Conflict, and Violence	172
Cash for Peace? How Interventions with Cash Can Reduce Violence	March 2018	Washington, DC, USA	Fragility, Conflict, and Violence	28
Kenya Evidence for Policy in Transport	May 2018	Nairobi, Kenya	Transport	50
Road Safety and Emergency Response Impact Evaluation Workshop	November 2018	Dar es Salaam, Tanzania	Transport	40
Forcibly Displaced Impact Evaluation Workshop	November 2018	Niamey, Niger	Fragility, Conflict, and Violence	19
Evidence for the Rural Transformation	November 2018	Maputo, Mozambique	Agriculture	37
Bureaucracy and State Capability	November 2018	Washington, DC, USA	Governance	73
Utilisation des Données Innovantes et des Preuves Empiriques pour Informer les Politiques sur le Transport et la Mobilité à Dakar	December 2018	Dakar, Senegal	Transport	58
Development of Data for Ethiopia's Public Service Commission	December 2018	Addis Ababa, Ethiopia	Governance	32
Workshop on Developing the Public Service Reform Roadmap	December 2018	Addis Ababa, Ethiopia	Governance	21
IsDB-World Bank DIME Impact Evaluation Event: Transforming Development through Evidence-Based Policy	January 2019	Dakar, Senegal	Transport	61
Measuring Development 2019: Crisis Preparedness and Response	March 2019	Washington, DC, USA	Data	171

(continued on next page)

■ **Table B.1** Workshops and Dissemination Events, 2014–22 (Continued)

Event	Year	City	Sector	Participants
Impact Evaluation Workshop on Cash-Based Interventions and Gender	May 2019	Rome, Italy	Cash-Based Interventions and Gender	43
Firm Up Performance	September 2019	Athens, Greece	Trade and Competitiveness	68
Transparency, Reproducibility, and Credibility: A Research Symposium	September 2019	Washington, DC, USA	Data	80
Impact Evaluation Workshop on Resilience in the Sahel	September 2019	Dakar, Senegal	Fragility, Conflict, and Violence	42
Launch Workshop: Measuring and Evaluating Determinants of Public Administration Productivity	October 2019	Brussels, Belgium	Governance	53
ieConnect for Impact, Impact Evaluation Workshop	December 2019	Marrakesh, Morocco	Transport	68
Measuring Development 2020: Data Integration and Data Fusion Co-Hosted with the Center for Effective Global Action	March 2020	Virtual	Data	389
Manage Successful Impact Evaluations	June 2020	Washington, DC, USA	Data	271
Manage Successful Impact Evaluation Surveys	July 2020	Virtual	Data	298
Measuring Development 2021: Emerging Data and Methods in Global Health Research Co-hosted with the Center for Effective Global Action	March 2021	Virtual	Public Health	618
Manage Successful Impact Evaluation Surveys	May–June 2021	Virtual	Data	1,524
WFP Impact Evaluation Training	May–June 2021	Virtual	Data	208
Development Research in Practice (DRiP) Course	July–August 2021	Virtual	Data	2,813
DIME Workshop: Measuring and Evaluating Public Administration Efficiency	September 2021	Virtual	Governance	213
EU-DIME Workshop: Using Big Data, Innovation, and Impact Evaluation to Address Human Development Challenges in Nigeria	February 2022	Virtual	Data	78