

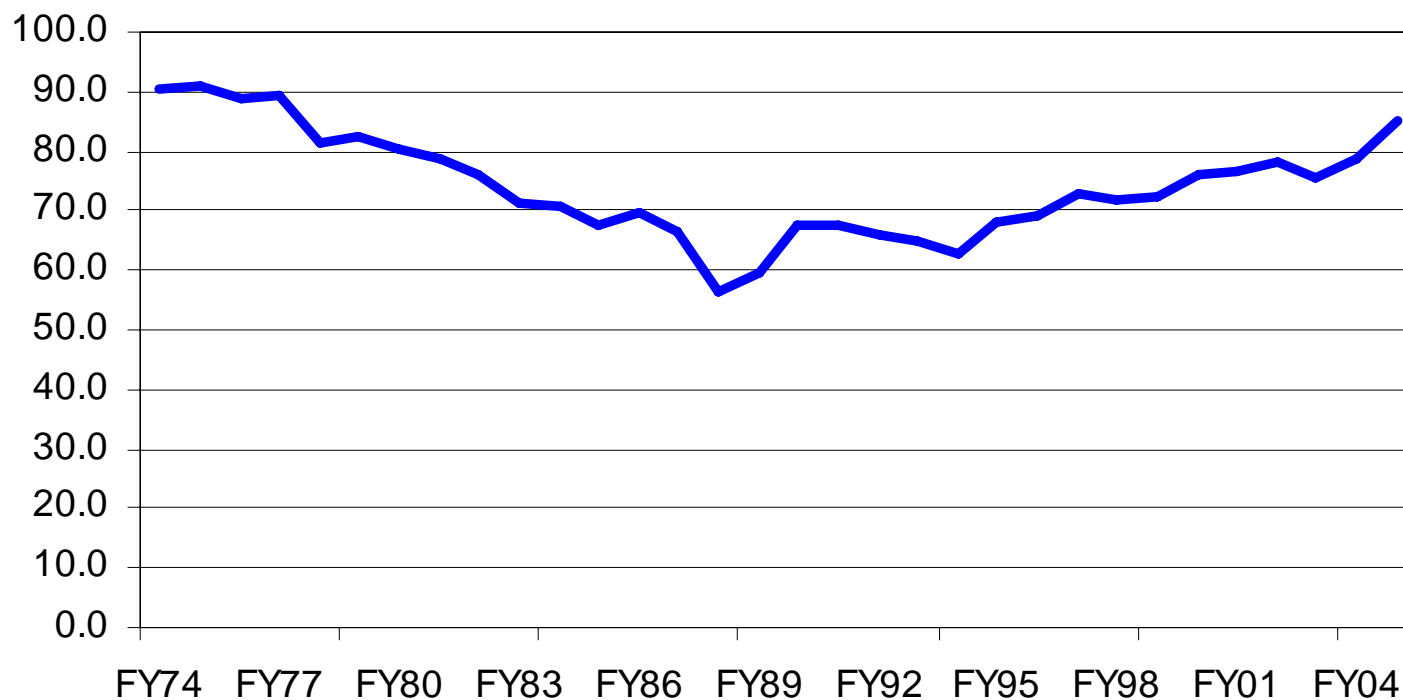


Evaluation: Learning for Results

Briefing for IPAD,
November 15, 2006

Percent of projects rated satisfactory rising

- ▶ Project ratings show upward trend since the early 1990s, reversing a long decline.



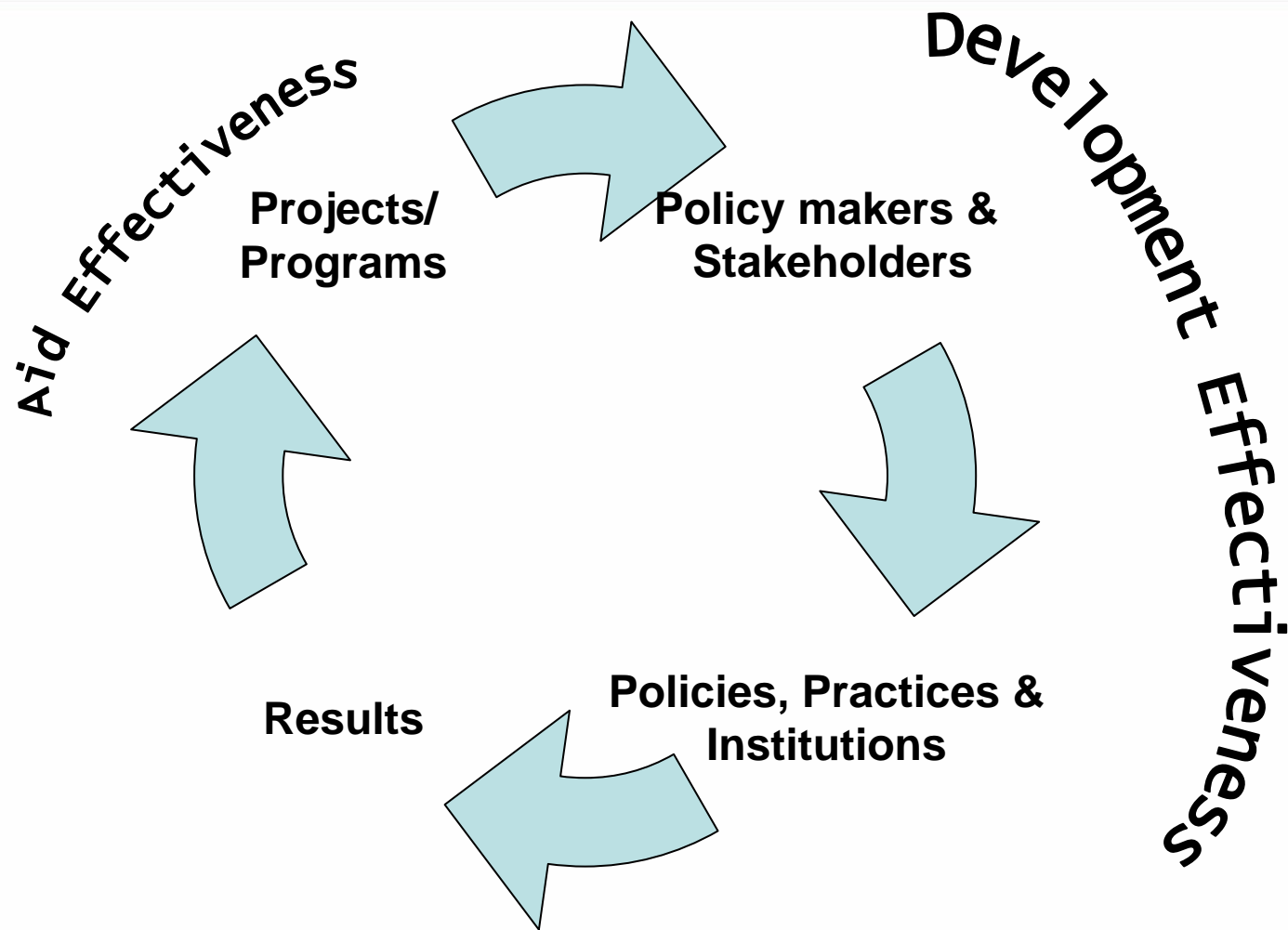
Disconnect between country outcome ratings and project ratings

- ▶ In roughly **one-third** of cases, country outcome ratings were unsatisfactory when project ratings were satisfactory

Project and Country Outcome Ratings (%)		
Country project portfolio outcome	<i>Country outcome ratings</i>	
	Satisfactory	Unsatisfactory
Satisfactory	57.1	27.1
Unsatisfactory	4.3	11.4

Source: IEG Databases and staff estimates, July 2005.

The Role of Evaluation in Enhancing Effectiveness



The World Bank Group's Evaluation System



- ▶ **Self-evaluation validated and complemented by independent evaluation**
- ▶ **Independent evaluation is the responsibility of the Independent Evaluation Group (IEG)**
- ▶ **The Director-General, IEG reports directly to the Board through the Committee on Development Effectiveness (CODE)**
- ▶ **IEG does not negotiate its reports with Management but gets comments from Bank management before going to CODE**

Methodological Approach



- ▶ IEG uses an objectives-based approach to evaluation.
- ▶ IEG evaluates development interventions by assessing how their results stack up against their own stated objectives.
 - This evaluation approach has been extended to country, corporate, sector, thematic and global policy evaluations by making suitable adjustments to the criteria.

Advantages to IEG's Approach



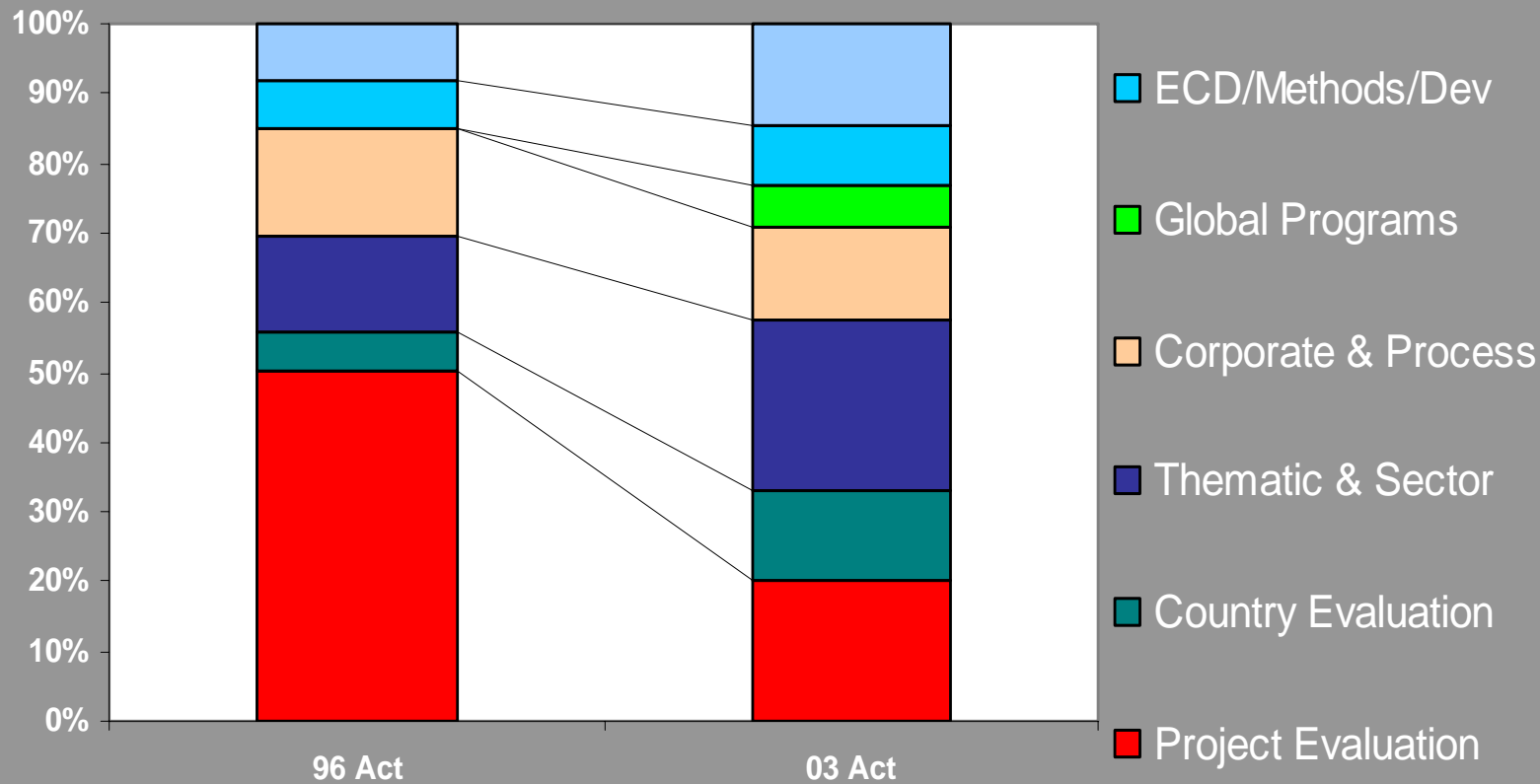
- ▶ It enhances accountability by focusing attention on the extent to which objectives agreed to with the Bank's Board of Executive Directors have in fact been achieved
- ▶ It allows comparisons by applying a common metric (expressed through ratings) across the wide array of sectors and countries for which the Bank provides financing

Independent evaluation focuses mainly on results

- ▶ Project reviews
 - Independent project assessments
 - Impact studies of selected projects (e.g., Kenya Extension, Ghana Education)
- ▶ Sector and thematic policy evaluations
 - Linked to policy revision (e.g., forestry – altered sector policy)
- ▶ Country programs
 - Country Assistance Evaluations (IEG-WB)
 - Country Impact Reviews (IEG-IFC)
 - Reviews of CAS Completion Reports (IEG-WB)
- ▶ Global programs
- ▶ Process reviews
- ▶ Corporate reviews
 - Annual Reviews (IEG-WB, IEG-IFC, IEG-MIGA)
 - Annual Reports on Operations Evaluation (IEG-WB, IEG-IFC)

Evaluation has shifted from projects to sector and country levels

IEG Work Program Shares - FY96, FY02-05



Country evaluation findings



► What accounts for outcome levels?

Satisfactory

- ◆ Program tailored to country's context

(China, Tunisia, Uganda)

- ◆ Strong knowledge base

(Brazil)

- ◆ Phased in policy lending

(Armenia)

Unsatisfactory

- ◆ Program inconsistent with country's strategy

(Costa Rica)

- ◆ Weak knowledge base

(Moldova, Zimbabwe)

- ◆ Optimism on turn-around

(Kenya, Zambia, Haiti)

Sector Evaluation Findings



- ▶ Developing countries improved the trade environment...but were less successful in generating a dynamic and sustained export growth path, especially in Africa. In some cases, as Senegal and Zambia, the uncertainty from macroeconomic instability limited gains.
- ▶ Primary education projects in developing countries gave high priority to increasing enrollments in primary schools...but much less attention was directed to the crucial issue of whether children are actually learning.
 - In Ghana, Niger, Peru, and Yemen no more than 19 percent of sixth graders reached mastery levels in language; and no more than 11 percent do so in mathematics. In India, nearly 50 percent of 7-10 year olds could not read fluently in their local language at the first grade level.
- ▶ Aid to fragile states has contributed to macroeconomic stability and the delivery of significant amounts of physical infrastructure, especially in post-conflict countries...but reforms in some have lacked selectivity and prioritization.
 - E.g In São Tomé and Príncipe the Bank's assistance strategy was overly ambitious, leaving several objectives of the Bank's country assistance strategy un- or partially achieved.

Impact Evaluation



- ▶ Important component of the results agenda and generates knowledge on what works, where and why.
- ▶ As commonly understood, involves establishing a counterfactual i.e. the difference the project made.
- ▶ IEG has been engaged in conducting impact evaluations over the past 20 years, producing one report annually on average.
- ▶ Also undertaken by borrower governments of Bank-supported projects, by the Bank's operational departments and DEC.

Impact Evaluation Findings



- ▶ In Ghana, an IEG impact evaluation found that programs supporting improved educational infrastructure and greater availability of school supplies led to improved learning outcomes, and that these were linked to higher incomes, better nutrition, and reduced mortality
- ▶ In Bangladesh, IEG found that Bank-supported immunization has proved particularly cost effective in improving maternal and child health, and has saved the lives of up to two million children under the age of five
- ▶ Currently we are evaluating the impacts of Bank and DfID rural development programs in India

Annual Review of Development Effectiveness (ARDE)



- ▶ Three important determinants of the Bank's effectiveness in helping countries reduce poverty.
 - First, it is important to understand the nature of growth and to identify the binding constraints to growth that creates jobs and reaches regions where many of the poor are concentrated. Also important to identify factors that hinder intersectoral mobility of the poor.
 - Second, the results chain is a valuable but underused tool to help ensure that objectives are realistic and that the crucial cross-sectoral constraints to achieving them are considered.
 - Finally, a realistic assessment of the political economy of governance-related reforms increases the effectiveness of interventions aimed at strengthening the accountability of public sector institutions.

Global Programs



- ▶ **A rapidly expanding area in the international development system.**

- ▶ **The World Bank is currently involved in about 110 global programs and 60 regional programs, which together spent around \$3 billion in FY05**

- ▶ **Evaluation of these programs finds that:**
 - Global programs have increased overall aid very little
 - Voices of developing countries are inadequately represented in the governance of these programs
 - Global programs reveal gaps in investment and global public policy
 - Independent global program oversight is needed

- ▶ **IEG is leading work with DAC and multilateral partners on common standards for evaluations of global programs**

Dissemination of evaluation products

- ▶ Disclosure: **IEG-WB, IEG-IFC, IEG-MIGA** evaluation reports are **disclosed unless Board specifically decides not to do so—per Disclosure Policy**
- ▶ Publications, events & training: **Books, Précis, working papers, workshops, conferences, training courses**
- ▶ Websites: **Access to evaluation products and services at:**
 - <http://www.worldbank.org/ieg/> (Bank)
 - <http://www2.ifc.org/oeg/> (IFC)
- ▶ IEG-WB, IEG-IFC Help Desks: **Rapid responses to information requests**
- ▶ IFC and MIGA restrictions on disclosure:
 - Information aggregated or not identified by project
 - No disclosure of partial IFC financial information (bond market impact)

IEG: Future Directions



- ▶ Blending independence with operational influence
- ▶ Blending accountability with learning
- ▶ Improving the mix of retrospective and prospective evaluations
- ▶ Strengthening global presence
- ▶ Greater integration of the Bank's evaluative work