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EVALUATION TO IMPROVE DEVELOPMENT RESULTS

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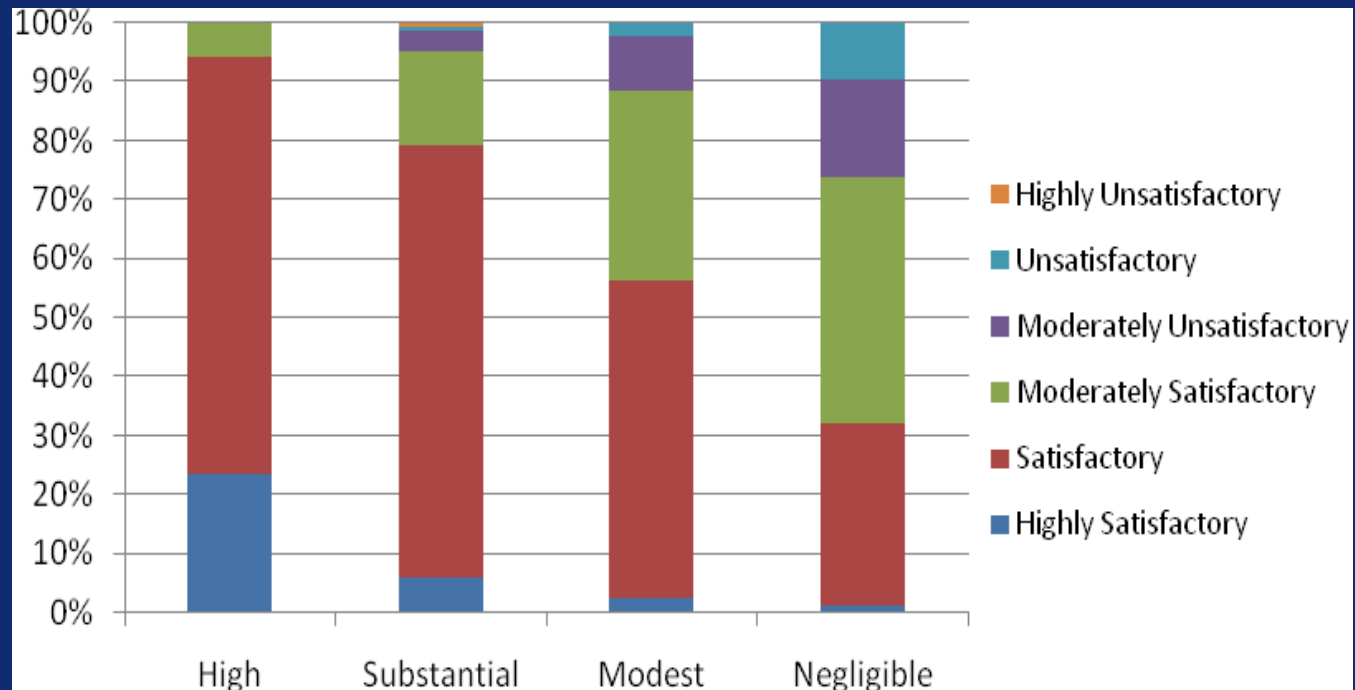
Overview



- I. Evaluation for improving results
- II. Basic principles and new challenges
- III. Evaluation framework
- IV. Institutional framework
- V. Going forward

I. Better monitoring and evaluation can help improve results

How M&E is related to results in World Bank-financed projects 2007–09



Source: World Bank project data and IEG staff calculations.

Evaluation can influence direction of government policy



To be influential, evaluations need to be:

- ▶ Methodologically sound, using appropriate methods
- ▶ Timely to inform policy-makers before decisions are made
- ▶ Focused on the key issues of concern
- ▶ Presented in a user-friendly format
- ▶ Available to key constituents and beneficiaries

II. Basic principles and new challenges

Strong M&E

Baseline

- Accurate measurement of the initial status

Indicators

- Relevant
- Clear and measurable

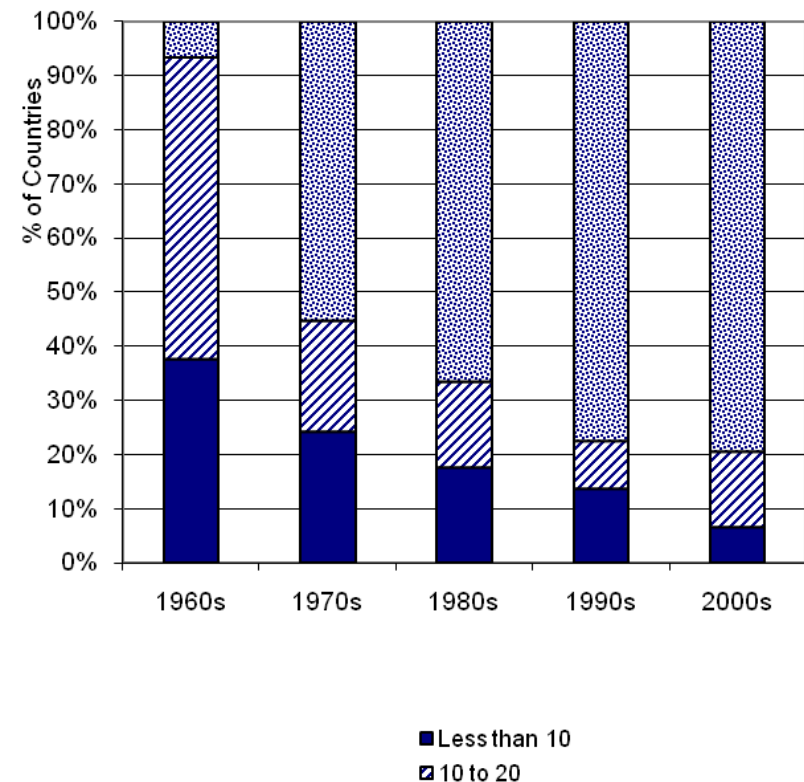
Ownership

- Data collection
- Analysis and learning

Development architecture is becoming more complex

- ▶ Development architecture is more complex
 - More players
 - Harmonization
- ▶ Higher scrutiny of the effectiveness of development activities
- ▶ Global economic crisis and emerging development issues

Dramatic increase in sources of financing for development activities



Evaluations need to capture links across projects/programs



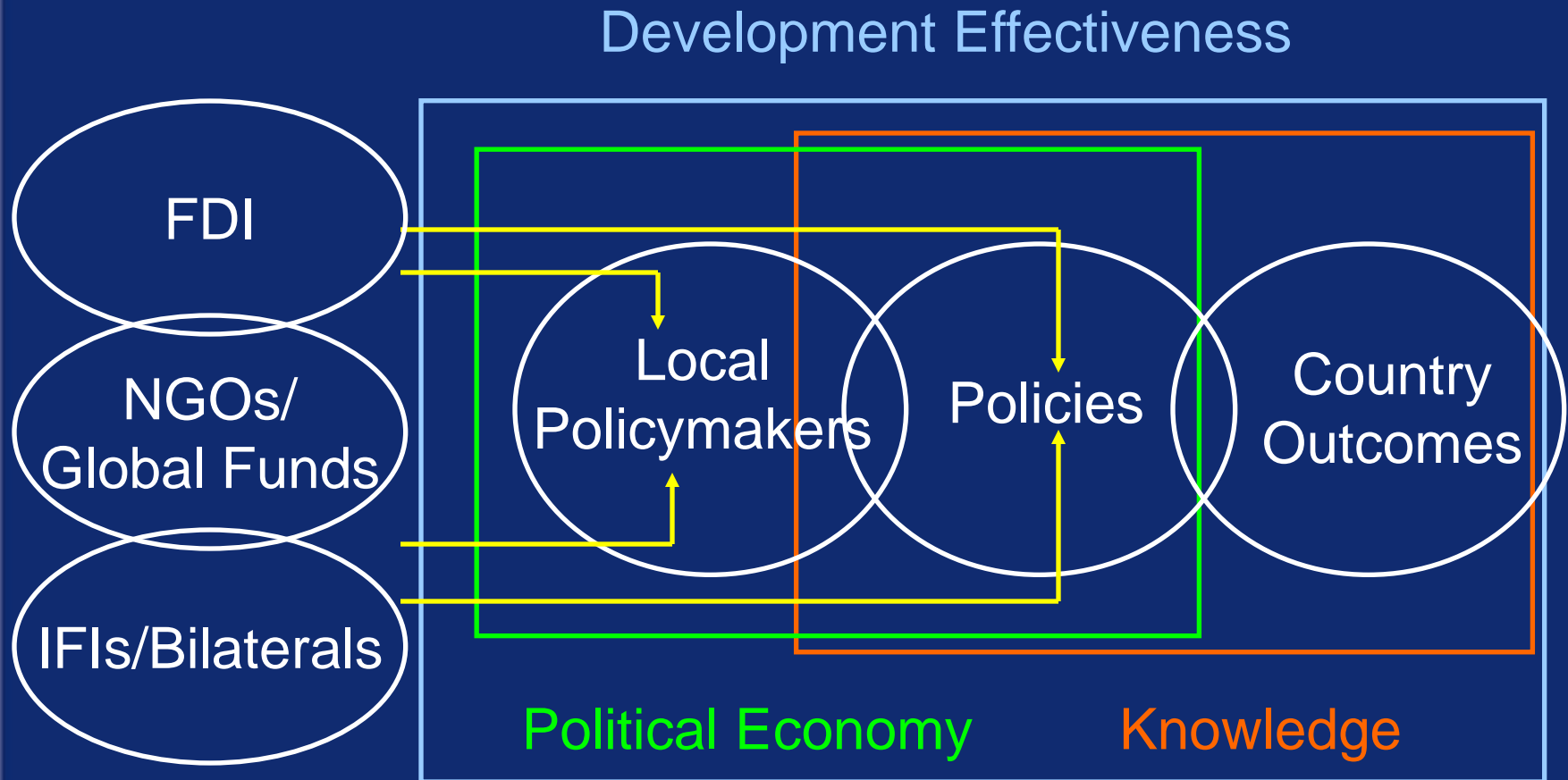
- ▶ **Project-level evaluation results cannot simply be aggregated to country level**
- ▶ **Need a results framework that objectives-based evaluation may not capture fully**
 - Use of baseline data and measurable outcome indicators helps shift to results framework
 - Also need to consider complementary, unanticipated outcomes and omitted objectives
 - Program theory-based evaluation can formulate why changes would be expected and the logic of interventions
 - Need to capture the impact of public-private coordination, beyond additionality to capture synergies, opportunities

Attribution challenge



- ▶ **Complexity makes it difficult to attribute outcomes to specific projects/programs**
 - Multiple players, complementarities/conflicts
- ▶ **Global public goods/globalization increase the challenge**
 - Many need collective action across countries, increasing evaluation complexity
- ▶ **Thus, contribution rather than attribution needs to be assessed**
 - Borrowing from the work of John Mayne

III. Evaluation framework



Counterfactual and impact evaluation

- ▶ IE can promote or question programs – a crucial role of knowledge
 - Supported the effectiveness of CCT programs in fostering school attendance and children's visits to clinics at a time when these programs were being dismissed by development practitioners
 - Found the T&V extension system used in Kenyan agriculture to have no impact on agricultural production
- ▶ It tracks linkages across sectors – including unintended and indirect
 - Showed the linkage between a nutrition program in Bangladesh and secondary schooling for girls education
- ▶ It de-politicizes decision-making – contributes to sustainability
 - Evidence-based case for the Mexican *Oportunidades* program made it difficult for politicians to discontinue support for after change of government
- ▶ Challenges: be demand-driven; enter programs ex ante; be theory based; focus IE on the most relevant issues

From objectives based to results

Objectives Based
Evaluation

Evaluations should look at:

- Complementary, unanticipated, or omitted objectives
- Assumptions behind the results chain
- Public-private coordination

Results Based
Evaluation

IV. Institutional framework



Strategy under uncertainty

- Evaluations should inform institutions' strategic directions
- Evaluations should review emerging issues

Independence and engagement



- ▶ **Organizational independence:** Mandate, disclosure, reporting structure, access to information
- ▶ **Behavioral independence:** Staffing, conflict of interests
- ▶ **Commitment from the top:** Need guts in some occasions
- ▶ **Engagement:** Manage the tension with the need for engagement (recusal, disclosure)

Organizational capacity as foundation for strong M&E



- ▶ Effective systems explicitly incorporate accountability and use of performance data
- ▶ Backbone of such systems is information infrastructure: regular data and statistics
- ▶ Data knowledge and skills among key public officials, not just technical staff
- ▶ Government willingness to experiment, take a trial-and-error approach

Enhancing organizational M&E capacity



► **Streamlining functions and clarifying goals, mandates, and activities**

- Eliminate duplication/overspending, and consolidate functions (e.g., data collection on key indicators)
- Interagency collaboration on data
- Raising awareness of key managers

► **Ensure competencies among M&E staff**

- Training (e.g., IPDET)
- Capacity-building partnerships with developing country institutions and governments

Incentive mechanisms



- ▶ Demand for high-quality information from within the institution and outside (e.g. NGOs) help improve the quality of M&E
- ▶ Leadership from senior management and links to individual performance and reward increase incentive for collecting key data

UK

- Clear objectives and targets for public service
- Communicate these aspects to public service providers
- Introduce the public service agreements with measurable targets

Mexico

- CONEVAL was established to regulate the government M&E system with results frameworks, indicators, and a system of evaluations
- Strengthened by introducing performance-based budgeting in 2007

Colombia

- The National Results-Based Management and Evaluation System (SINERGIA) established performance indicators and set out an agenda for impact evaluations
- The system actively engages civil society in disseminating its reports

V. Going forward: What can M&E systems offer?

- ▶ Measure and bring attention to important outcomes and the factors that lead to those outcomes
 - A nationwide rural survey of 7–14 year-olds in India found that 35 percent of school-age children could not read a simple paragraph and 41 percent could not do simple subtraction (Pratham 2005)
- ▶ Systematically compare different approaches to find effective strategies to attain desired outcomes
 - To keep students in school in Kenya, de-worming cost about \$3.50 per child per year, while estimates showed that school-feeding cost \$36.00 per student per year, and school uniforms even more (Duflo, E. & M. Kremer 2003).
- ▶ Identify bottlenecks in effective use of resources
 - Medical staff at primary health centers in India had absence rates of 40 % and teachers in primary schools 25 % (Chaudhury et al. 2006).

But evaluation must up its game to be relevant



- ▶ Adapt approaches/methods in the face of new challenges and changing demands
 - Impact evaluation, mixed methods
- ▶ Respond to rapidly changing events
 - Real-time rather than ex-post evaluation
- ▶ Use evaluation to help shape decisions
 - Prospective evaluation methods

Strategic directions for development evaluation



- ▶ Promote demand for and use of high-quality M&E among government officials, beneficiaries
- ▶ Ensure organizational and behavioral independence, but with engagement
- ▶ Strengthen data systems
- ▶ Build capacity among technical staff, government managers, and other users



Thank You!

*Improving Development Results
Through Excellence in Evaluation*

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