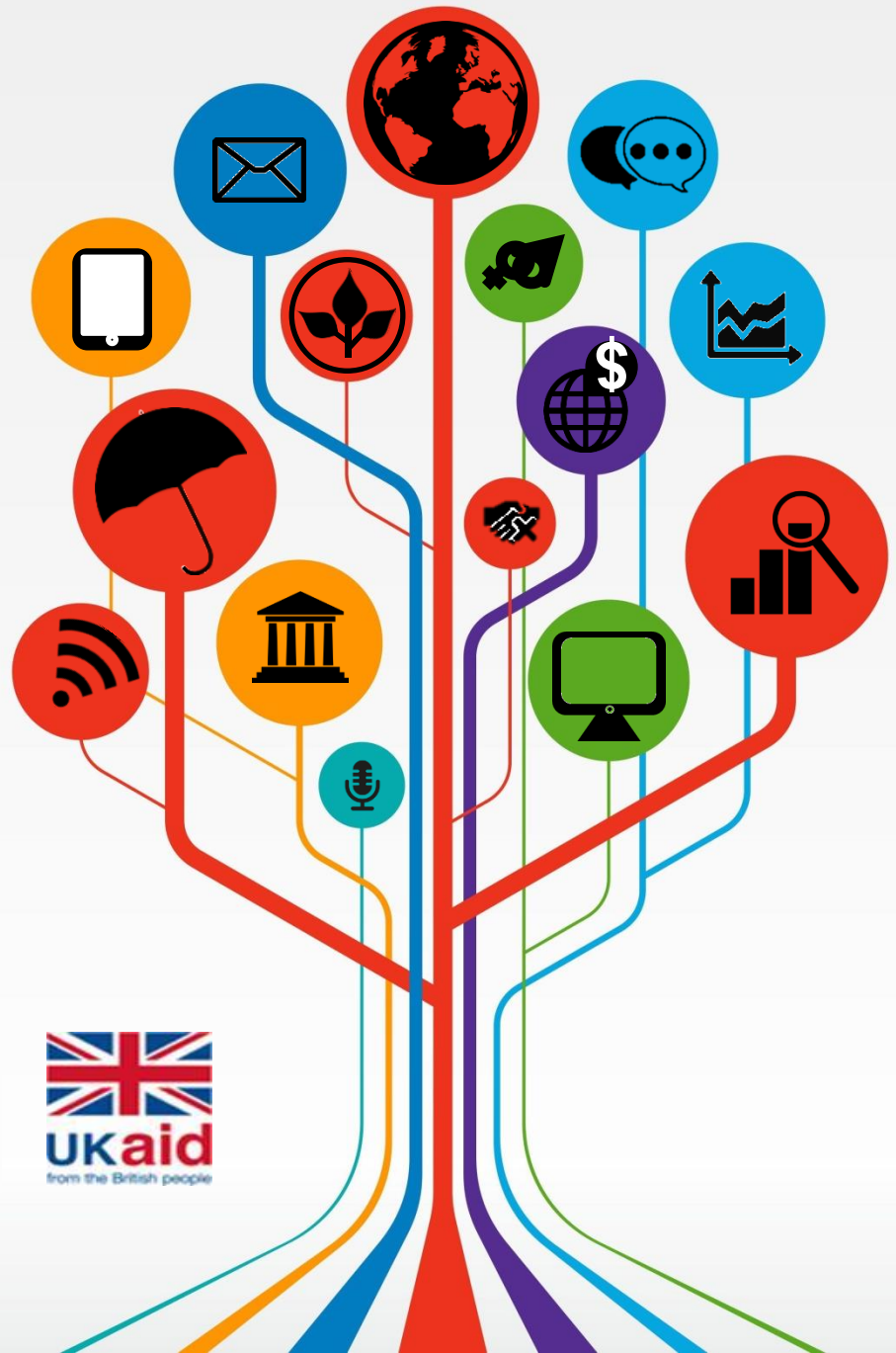


# The development impact of impact evaluation

Arianna Legovini

Development Impact Evaluation



World Bank, Tokyo, December 5, 2014

**use scientific experiments  
to guide  
policy decisions**



# Get the delivery right

Source: Vledder, M.; Friedman, J; Yadav, P., and Sjoblom M.

Problem

83% reduction in stockouts



Subsidy for malaria treatment  
\$350 million

Sealing packages saved  
16,600 under five +  
2,200 adult lives  
in 5 years



Price a LIFE  
\$120

Price a CURE  
\$6

# Get people to do it

Source: Goldstein, Thirumurthy, and Zivin

Problem



HIV treatment  
\$ 2.1 billion

IE scalable solution



Reminders increase  
adherence to treatment by 35%



A close-up photograph of a young child's face. The child's eyes are closed, and a yellow price tag is tied over them with a piece of brown twine. The tag has the text "Price a LIFE" and "\$7" written on it in white. The child's mouth is open, showing their teeth. The background is a soft, out-of-focus light color.

Price a LIFE  
\$7

# does IE make a difference?

1. Impact of impact evaluation on World Bank project implementation
  - Rigorous econometric analysis
2. Theory of how IE influences policy decisions
  - Monitoring indicators
3. Institutional citations of impact evaluation
  - Descriptive trends in Bank documents
4. Is the cost worth the benefit?
  - Basic cost-benefit analysis

# IMPACT EVALUATION THAT DELIVERS

Legovini, Piza, Di Maro (2014)

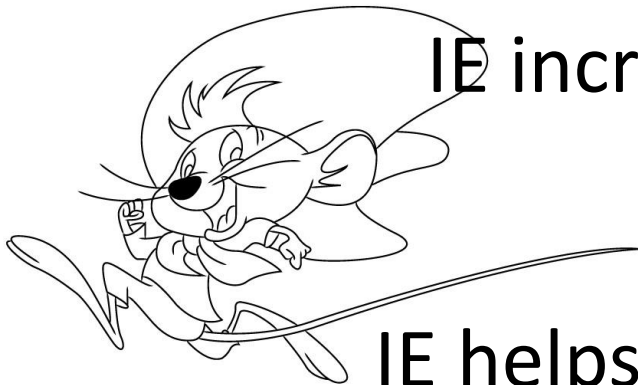


# Does IE affect project implementation?

1000 World Bank projects - 101 impact evaluations  
(2005-2011)

It does!

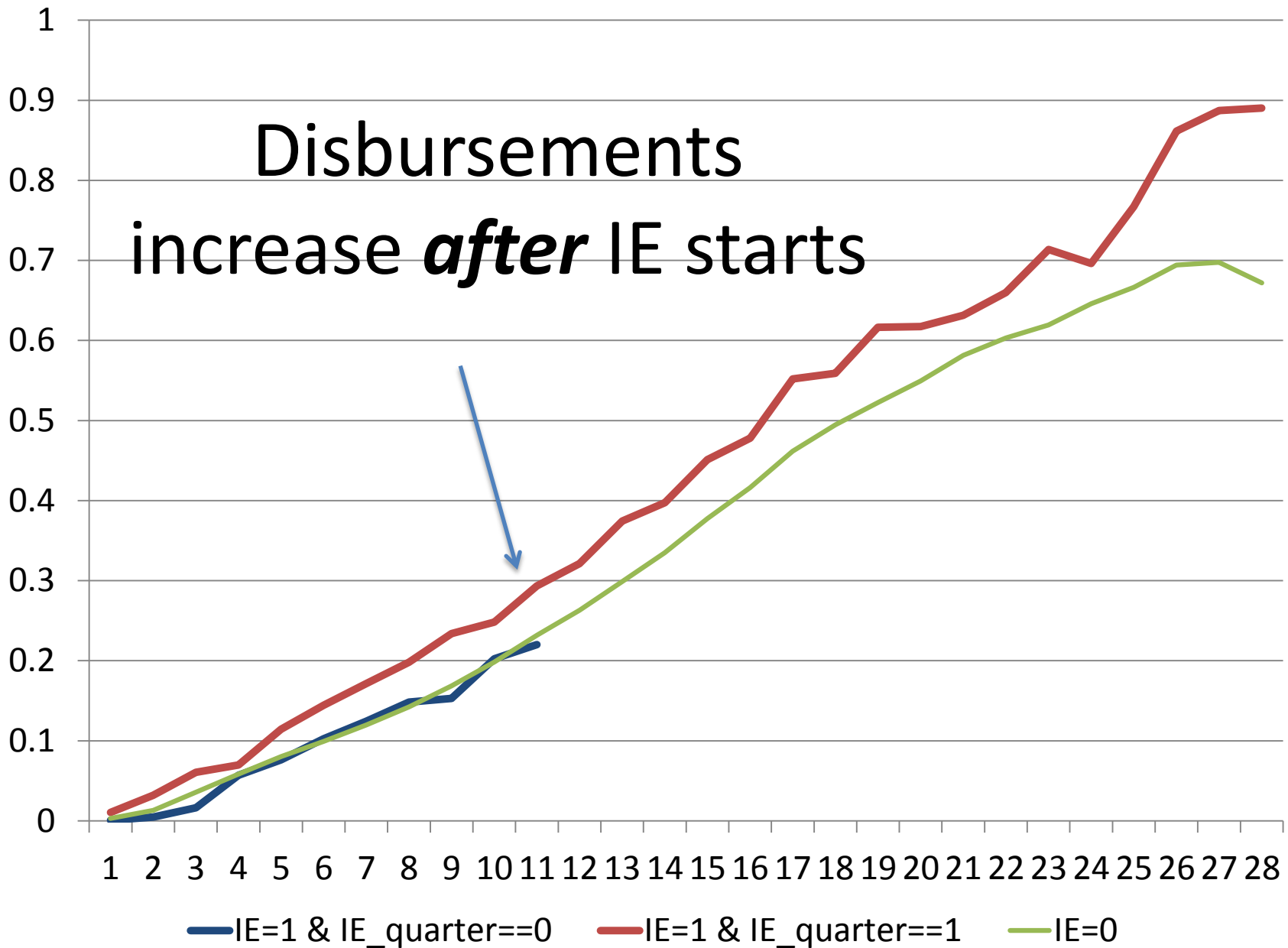
...when the IE starts



IE increases disbursements

IE helps projects stick to plans

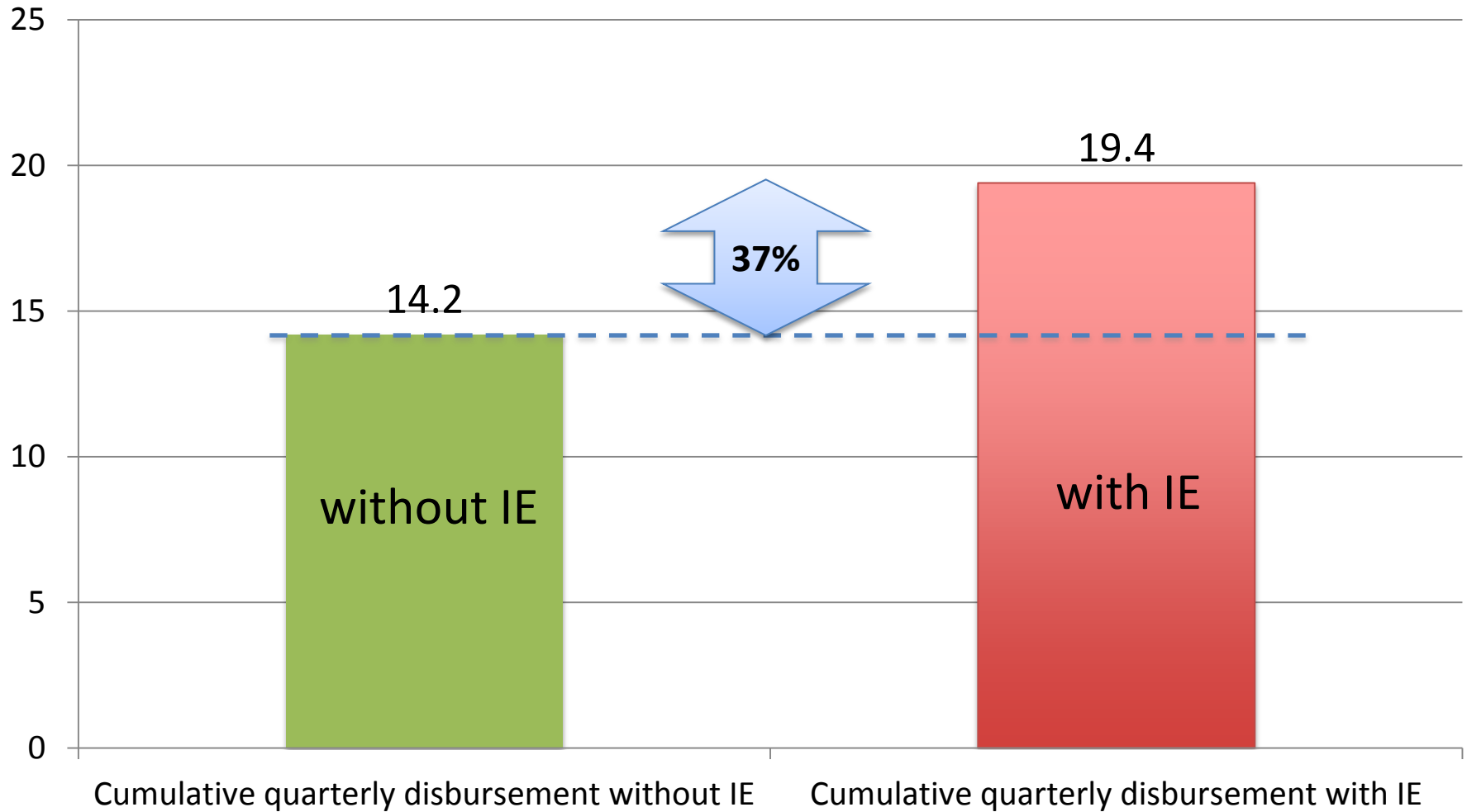
# Disbursements increase *after* IE starts



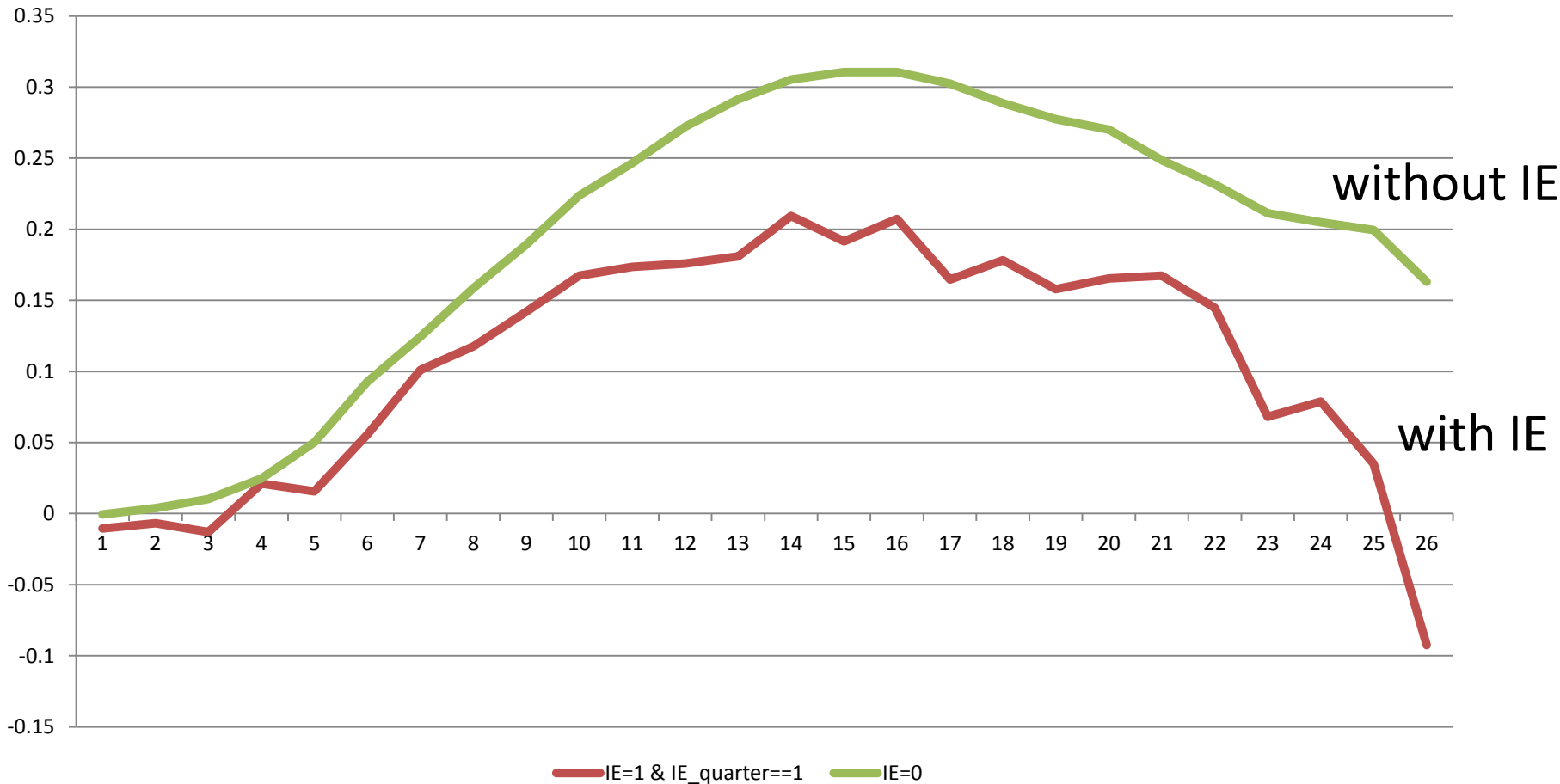
# IE increases disbursements

(proportion of total commitments)

*statistically significant at 1% level*



# Plan to actual disbursement gap: IE decreases delays in implementation



# A THEORY OF CHANGE

## WHAT DO MONITORING INDICATORS SAY?

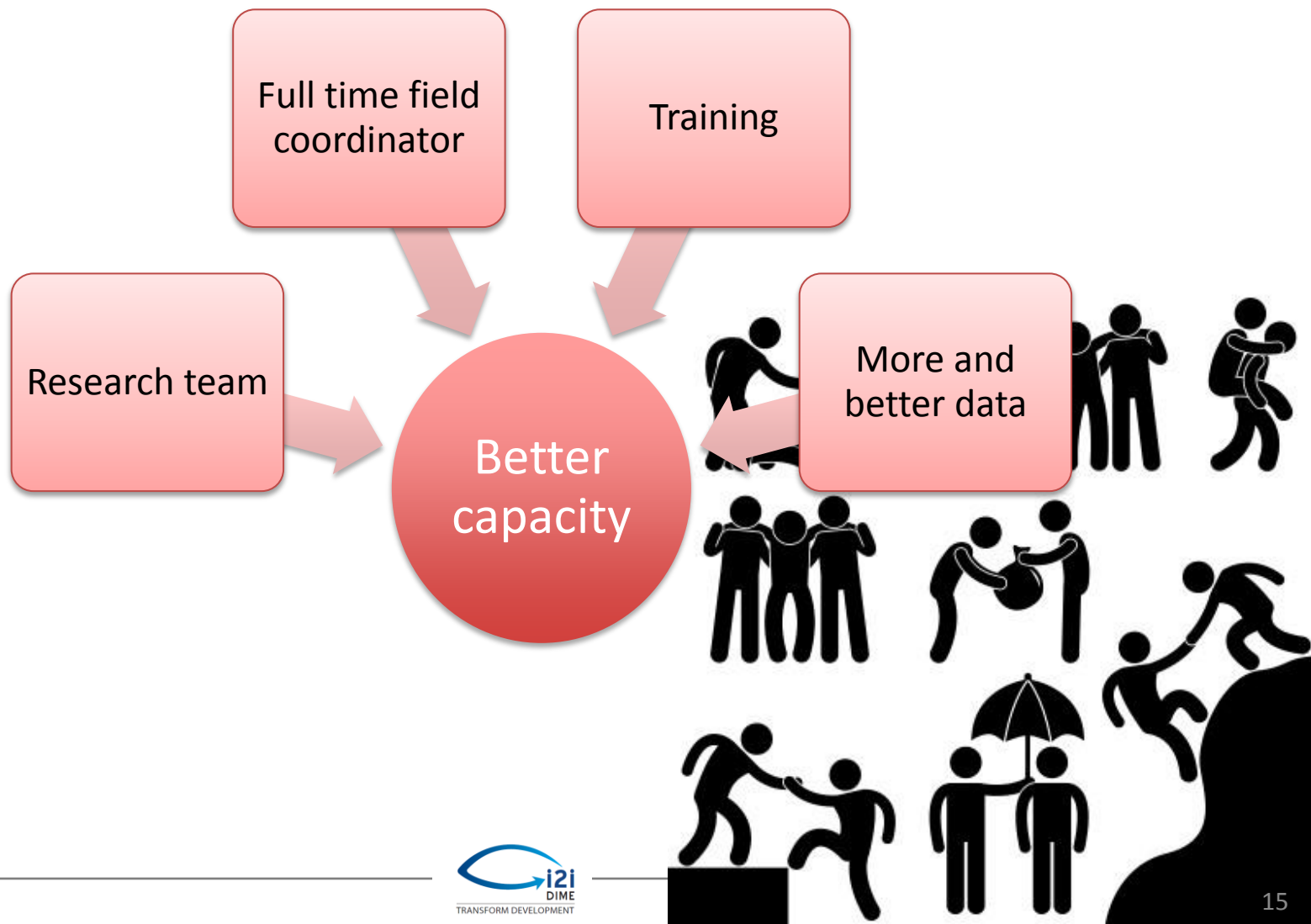
LEGOVINI, BEDOYA AND *DIME TEAM 2014*

# Why? Clear roadmap



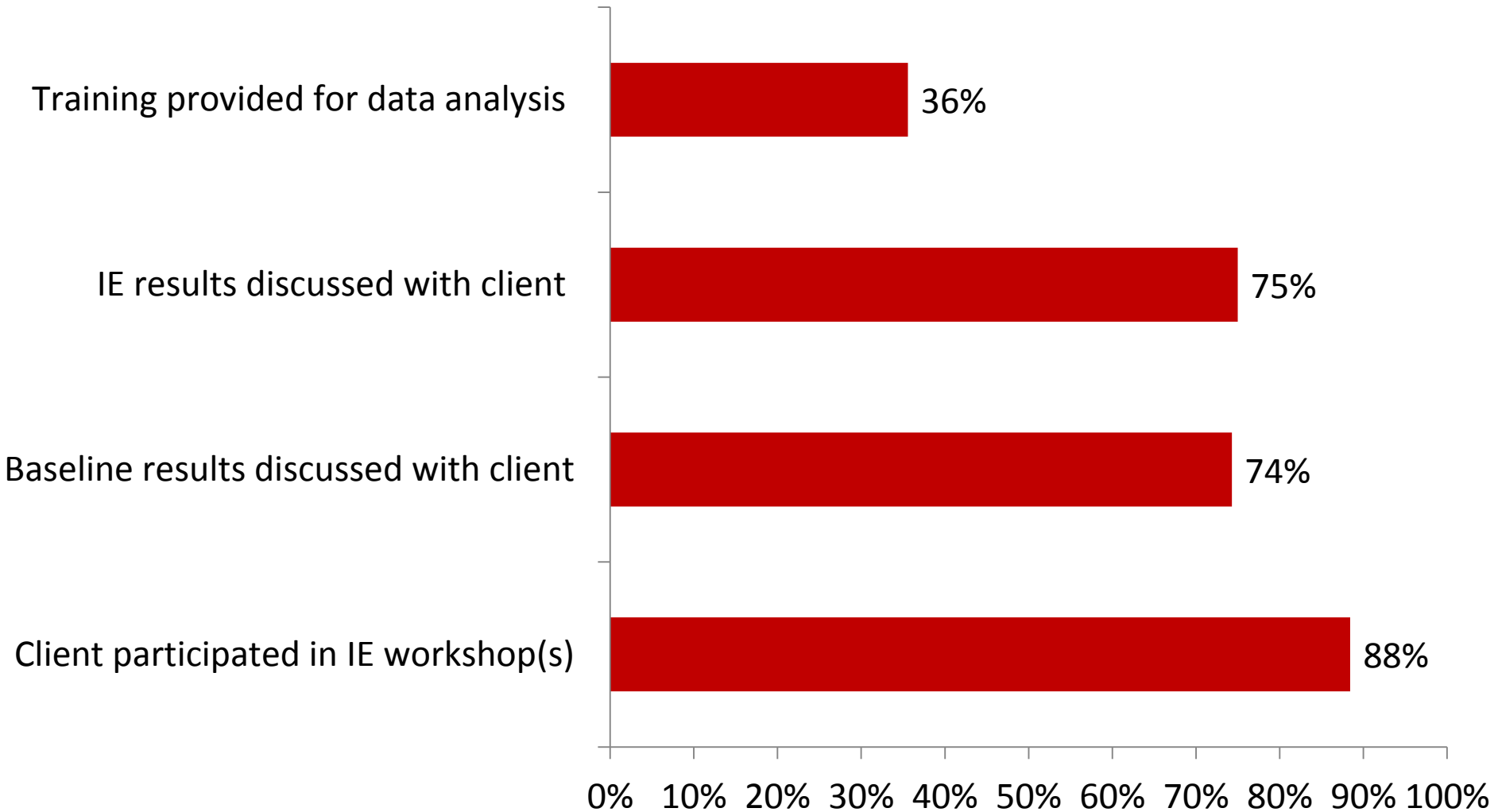


# Why? Better capacity



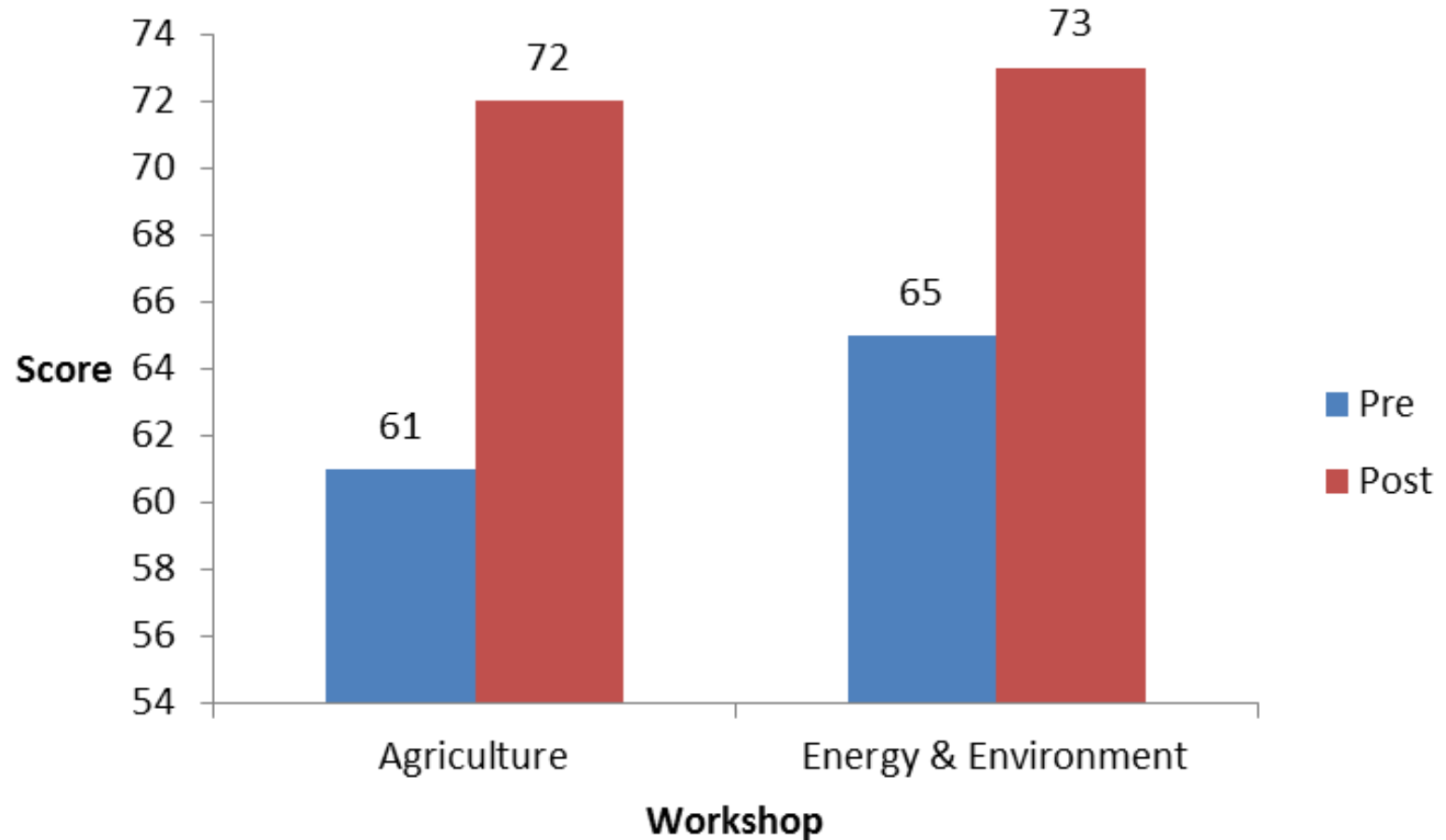
# *dime* results indicators

## Capacity Building



# *dime* workshops

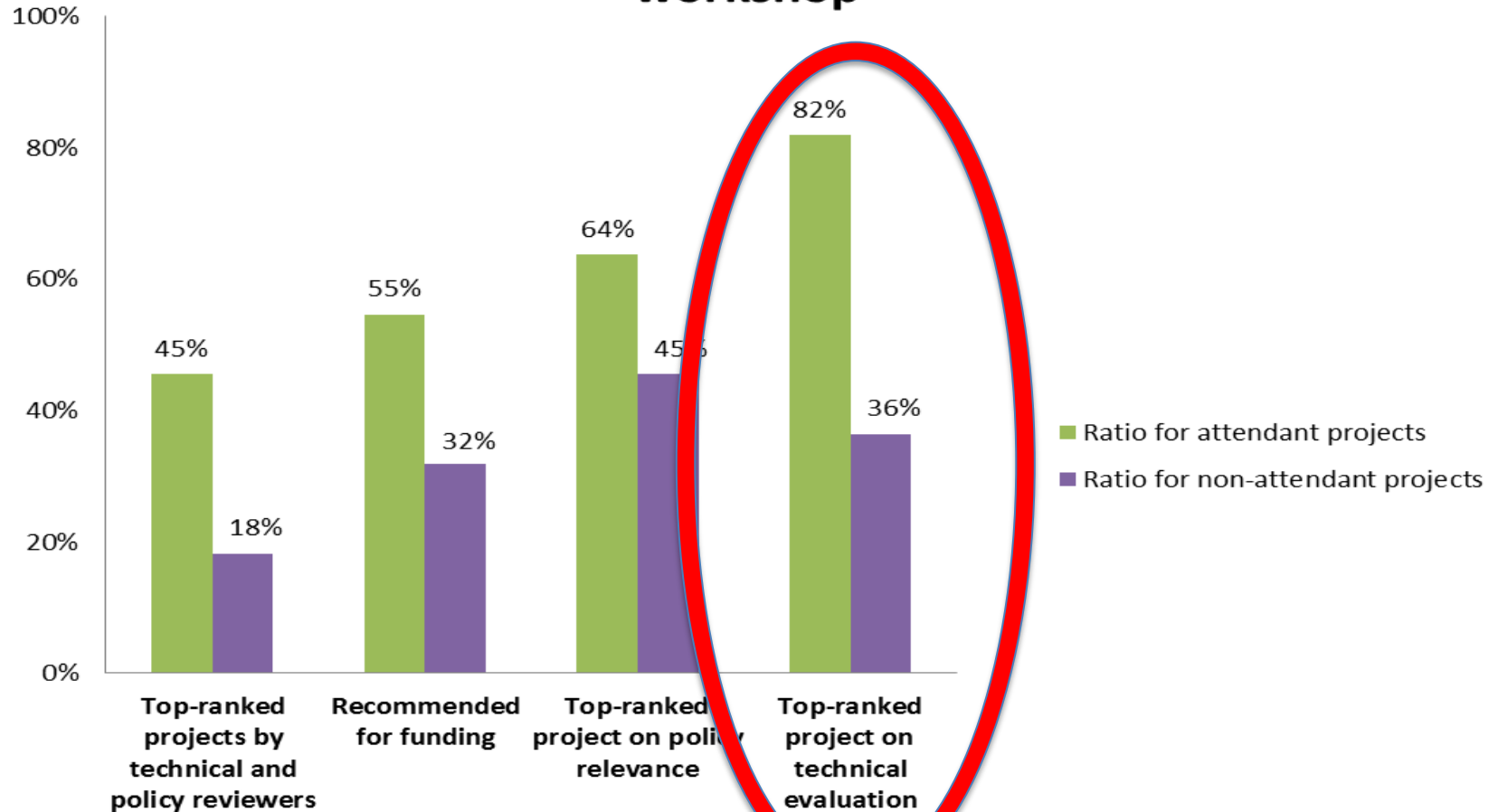
increase participants' knowledge  
(pre/post test)



# *dime* workshops increase quality of proposals

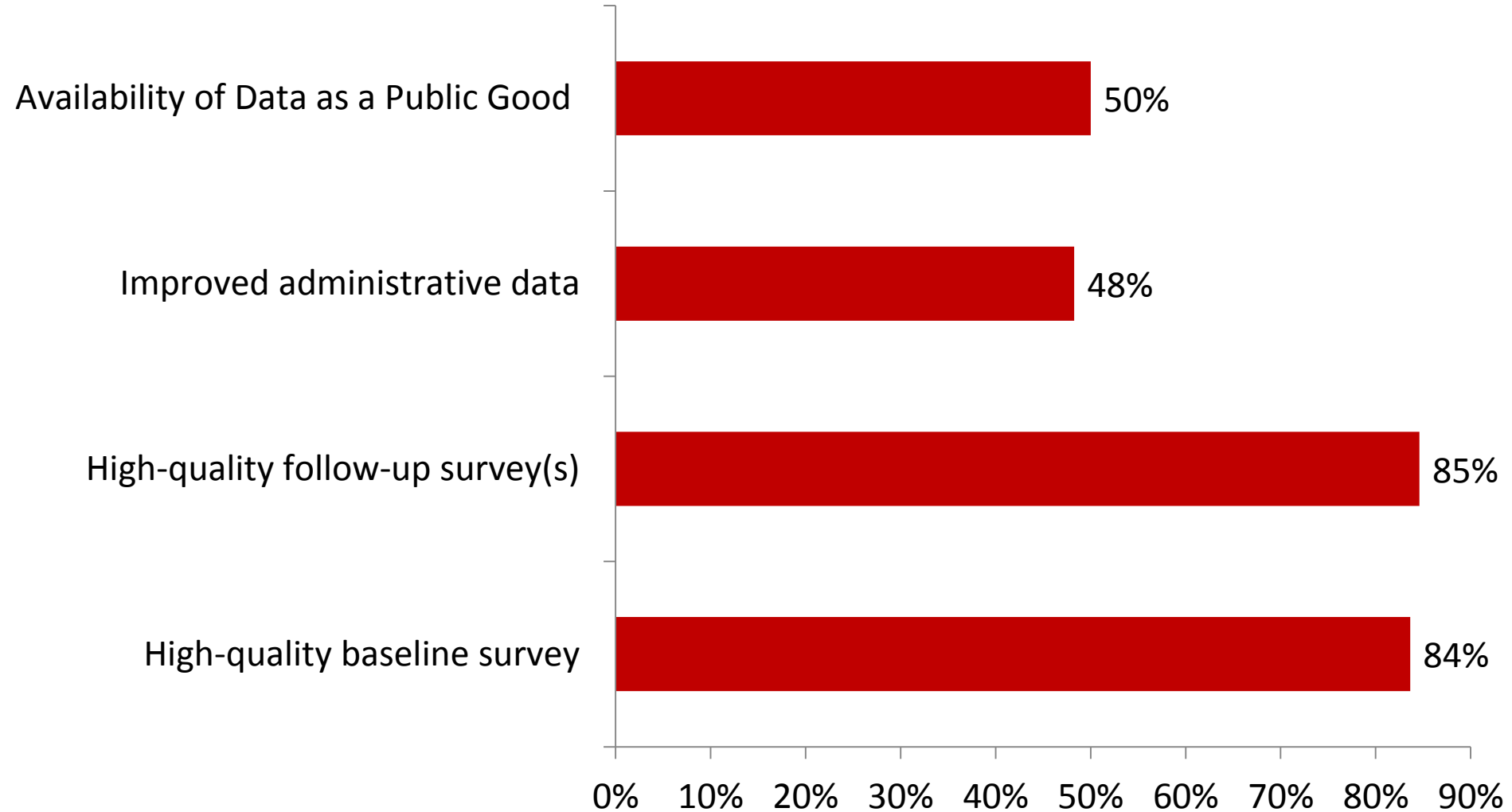
FCS window, July 2014 - double blind external evaluation

## -- Performance ratio by attendance to the IE workshop

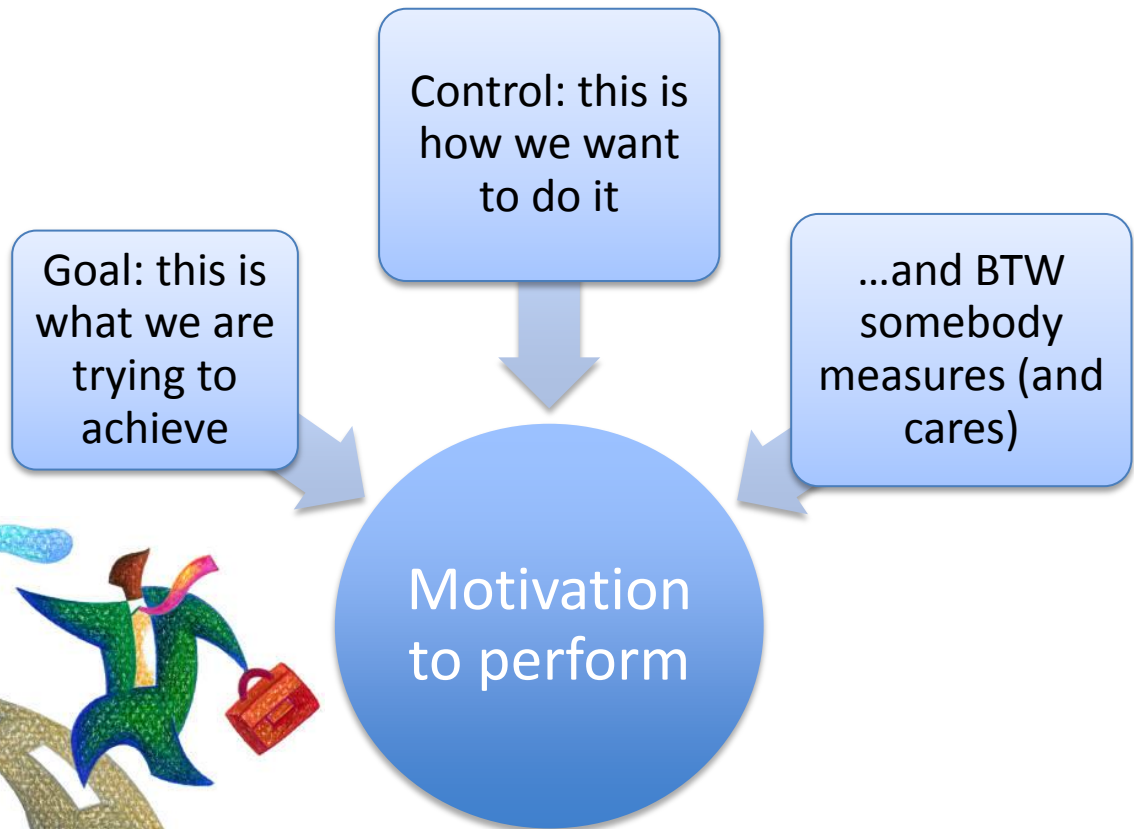


# *dime* results indicators

## Quality of Data



# Why? More effort into implementation



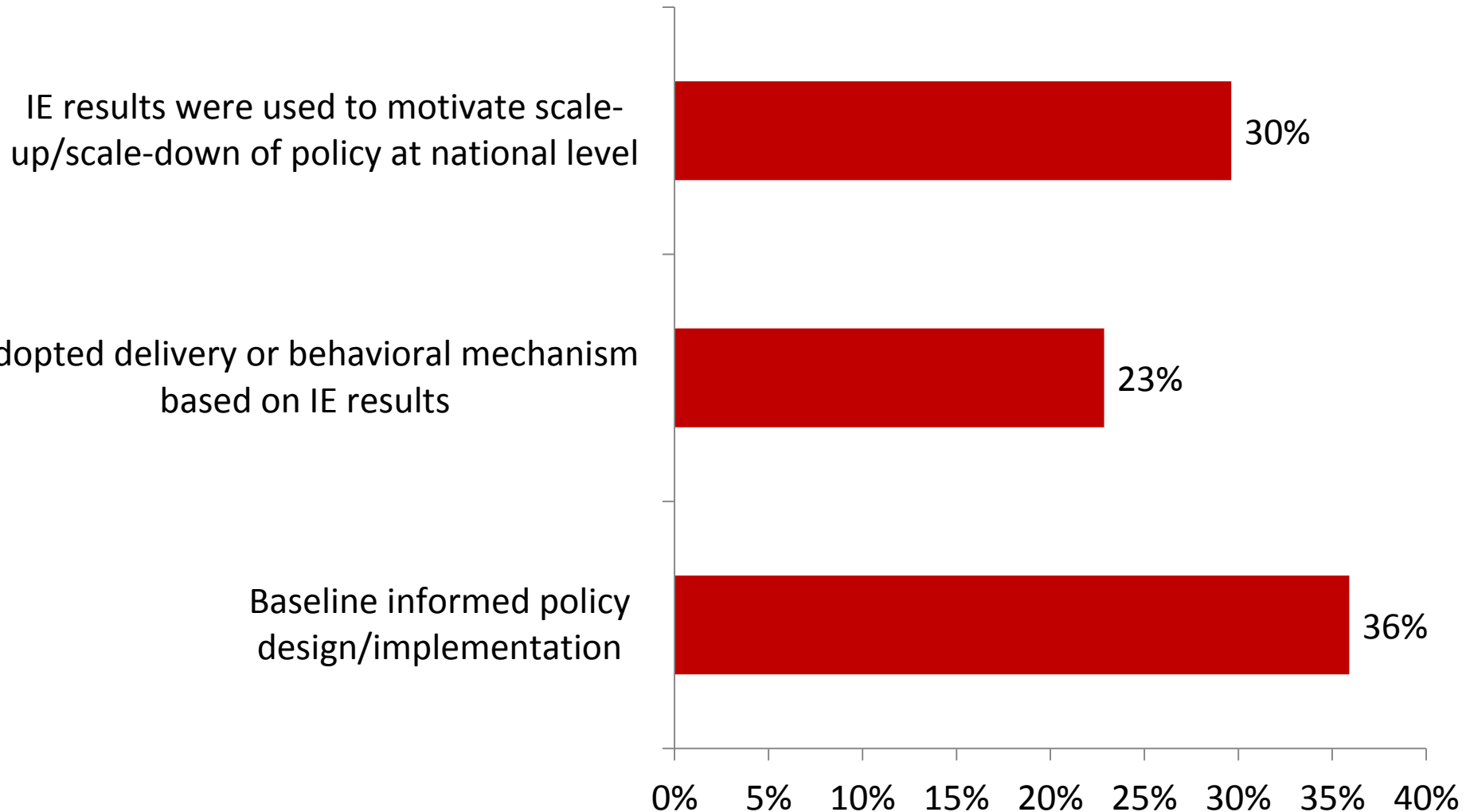




Why? Better decisions

# *dime* results indicators

## Quality of Policy Decisions

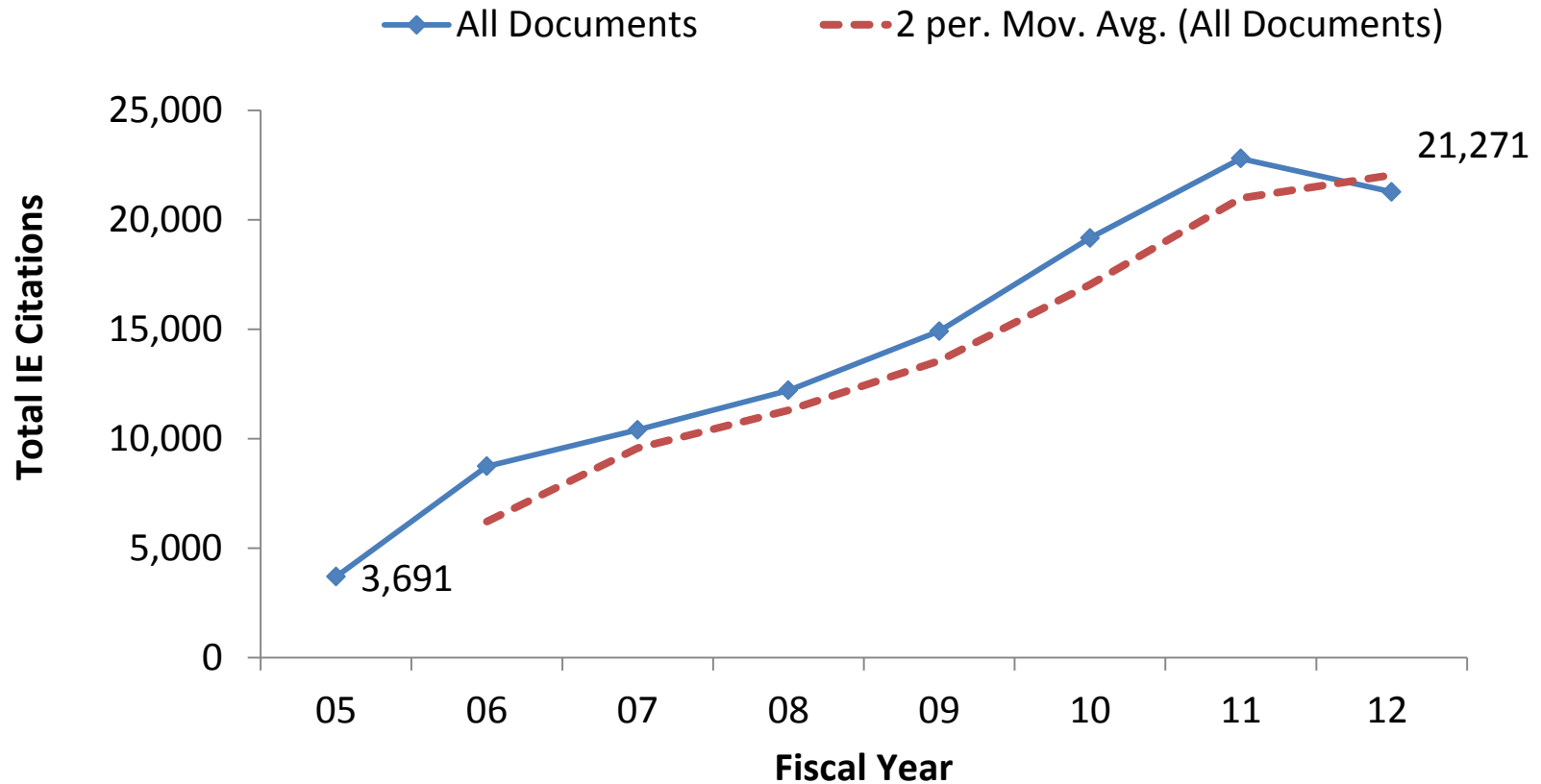




# DOES ANYONE CARE?

TRENDS IN INSTITUTIONAL CITATIONS OF IE

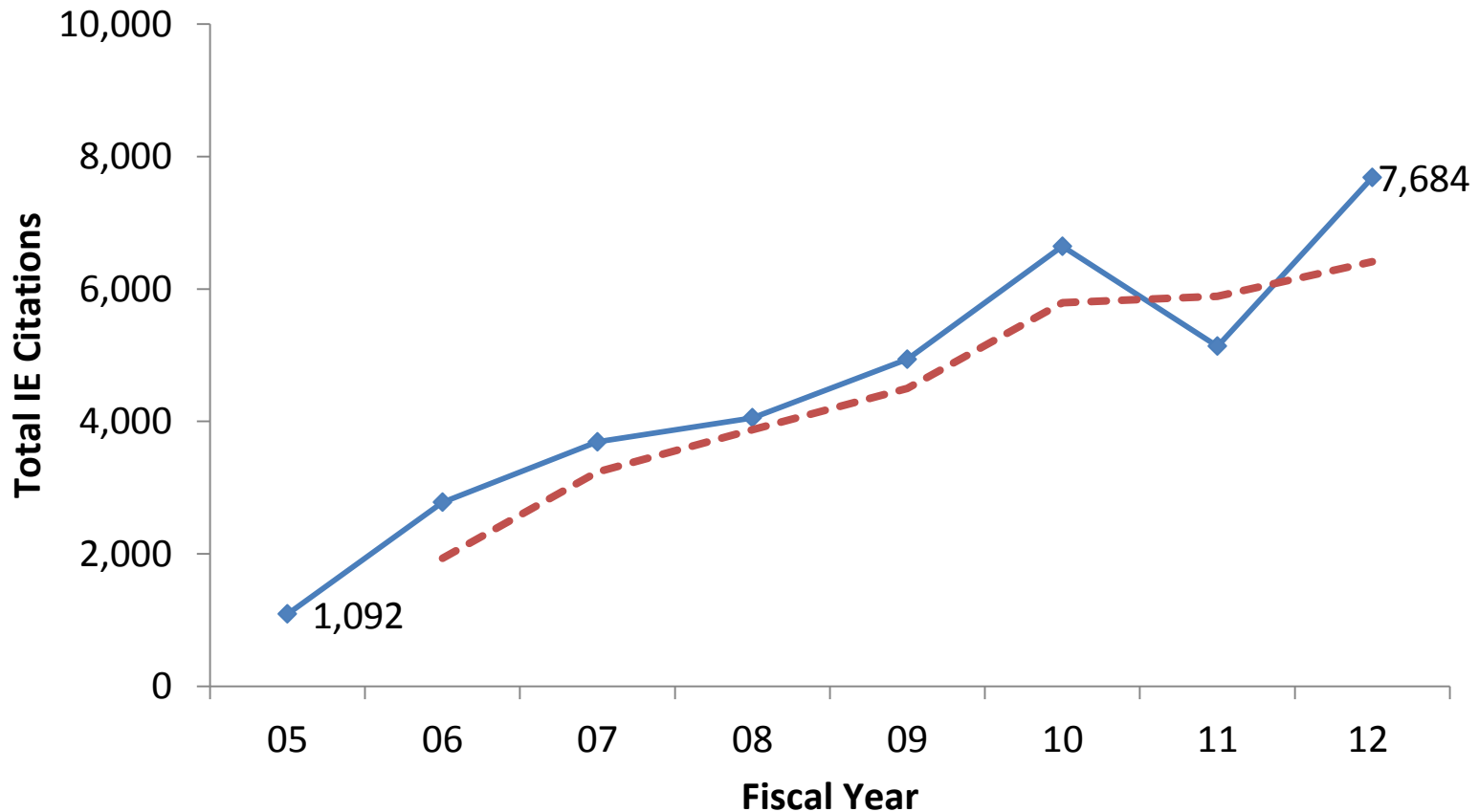
# IE Citations multiplied by 6



Source: WB Archives, author's calculations

Note: 1. IE citations include "IE" and "Impact Evaluation" 2. The statistics include 158 types of documents at WB, such as Country Assistance Strategy Document, Project Appraisal Document, Implementation Status and Results Report and Working Paper.

# Research documents

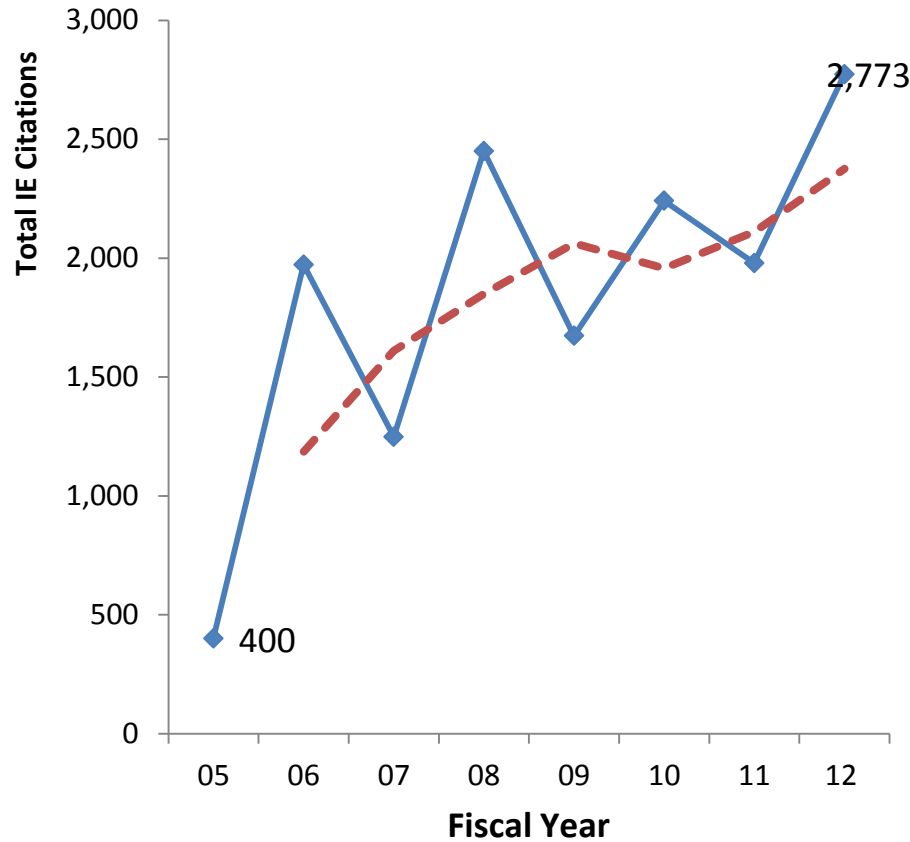


Source: WB Archives, *author's calculations*

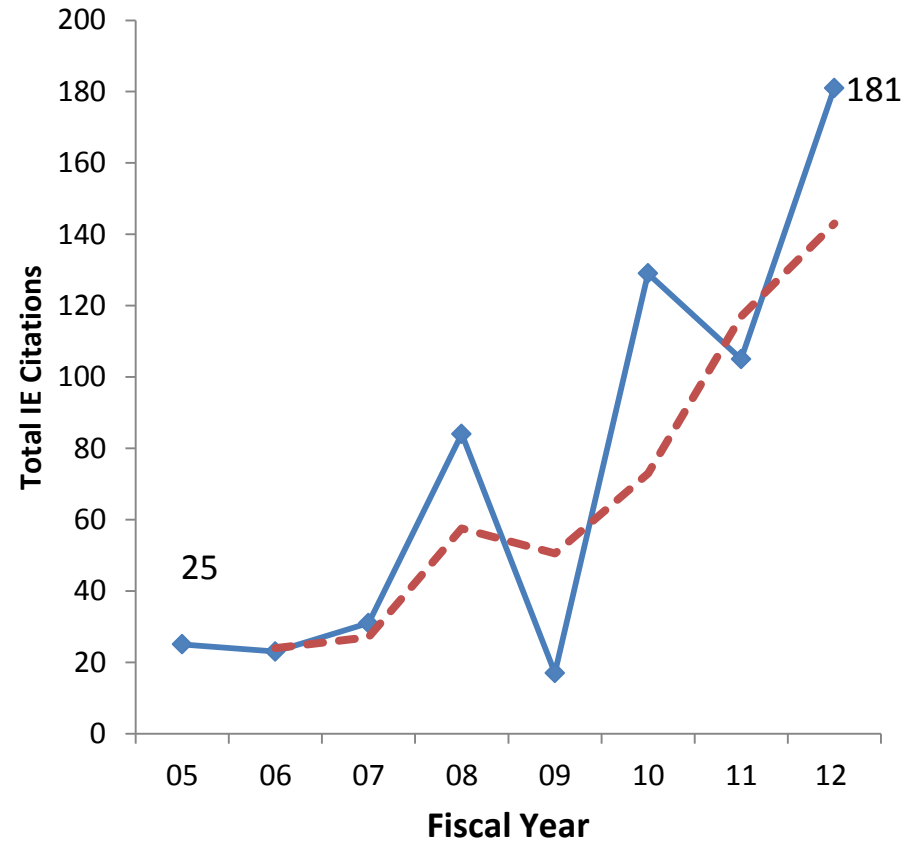
Note: The statistics include several types of documents, such as Working Papers and other Research Documents.

# Operational documents

## Project Appraisal Documents

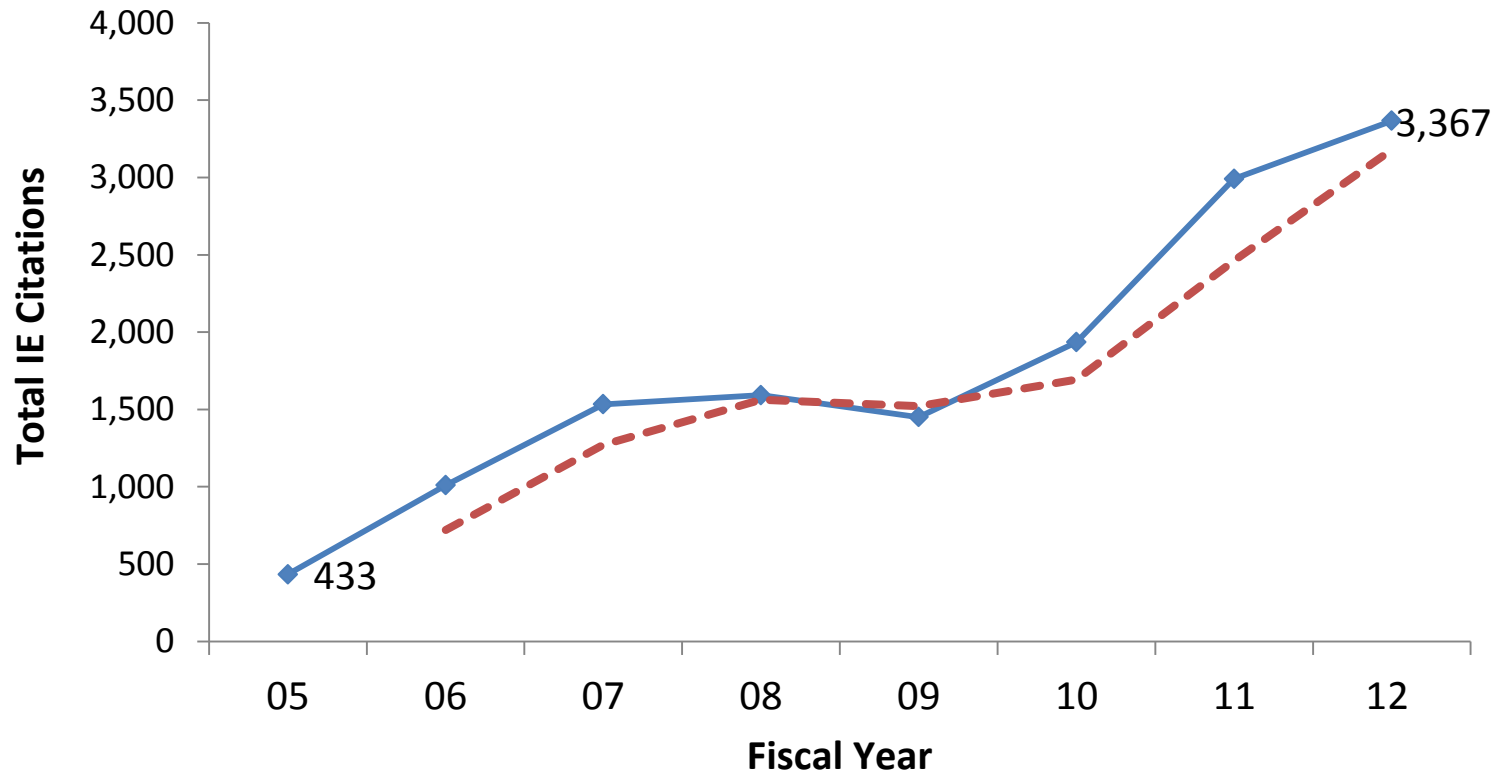


## Country Assistance Strategies





# Project completion documents



Source: WB Archives, author's calculations

Note: The statistics include 3 types of documents: Board Report, Implementation Status and Results Report, and Implementation Completion and Results Report.

# AT WHAT COST?

SOME SIMPLE COST-BENEFIT OF IMPACT EVALUATION

# Is the cost worth the benefit?

**IE PAYS FOR ITSELF**

- **Zambia best**

- IE solution: 83% reduction in fertilizer use, 21-25% reduction in insecticide use
- Pilot: Benefit (\$7.4M) / Cost (\$3.7M) = 2.0
- Scaled up: Benefit (\$60.7M) / Cost (\$27.1M) = 2.2

**A PUBLIC GOOD WORTH FINANCING**

- **Malawi comprehensive account**

- IE solution: 25% increase in farmer production value
- Pilot: Benefit (\$0.7M) / Cost (\$0.5M) = 1.4
- Scaled up: Benefit (\$15.6M) / Cost (\$1.7M) = 9.2

# What does *dime* do?

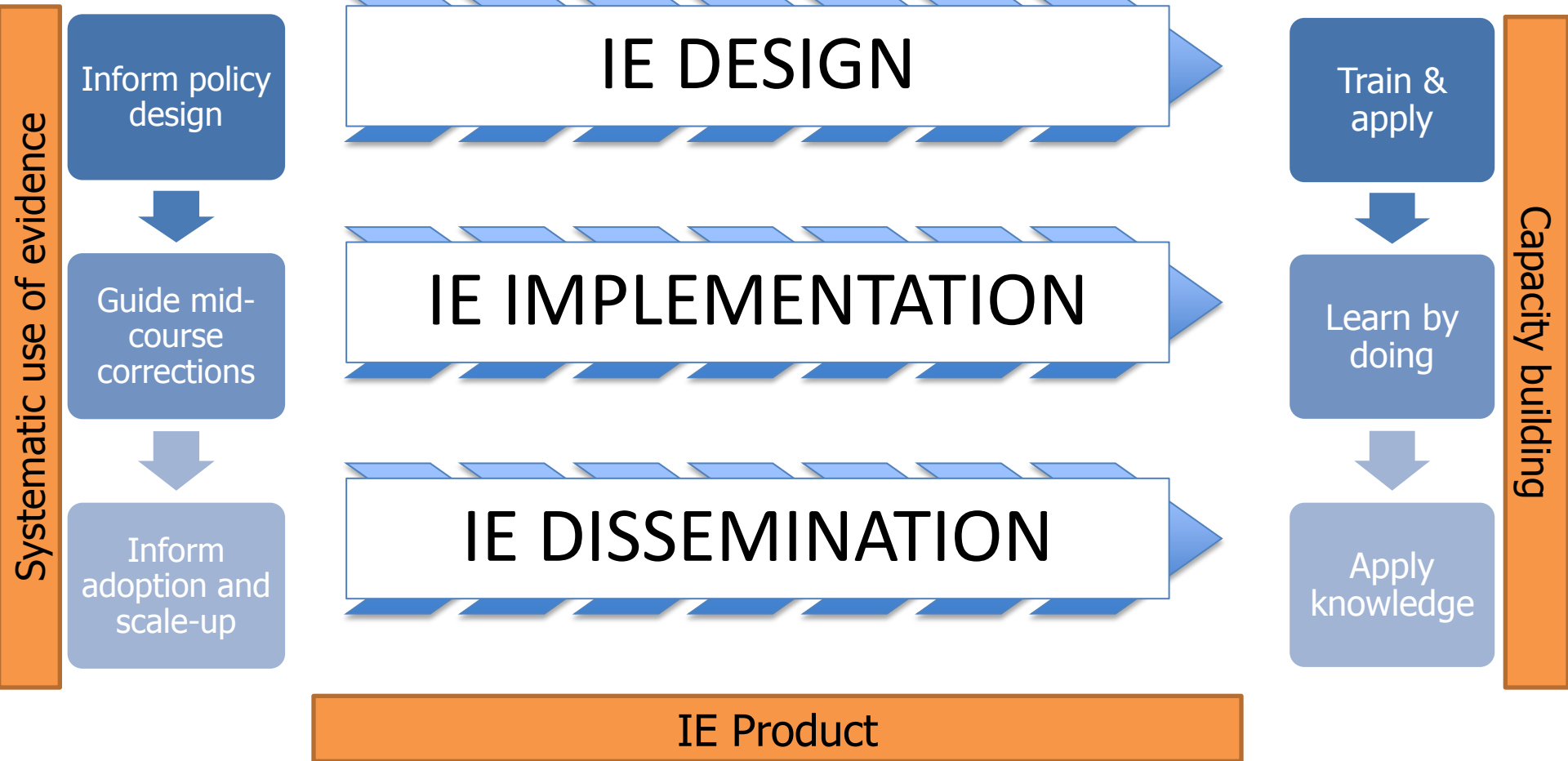
1. Run experiments to inform decisions
2. Build agencies' capacity to do this systematically
3. Draw lessons and share them face-to-face to global audiences



**Transform development policy**

*dime*

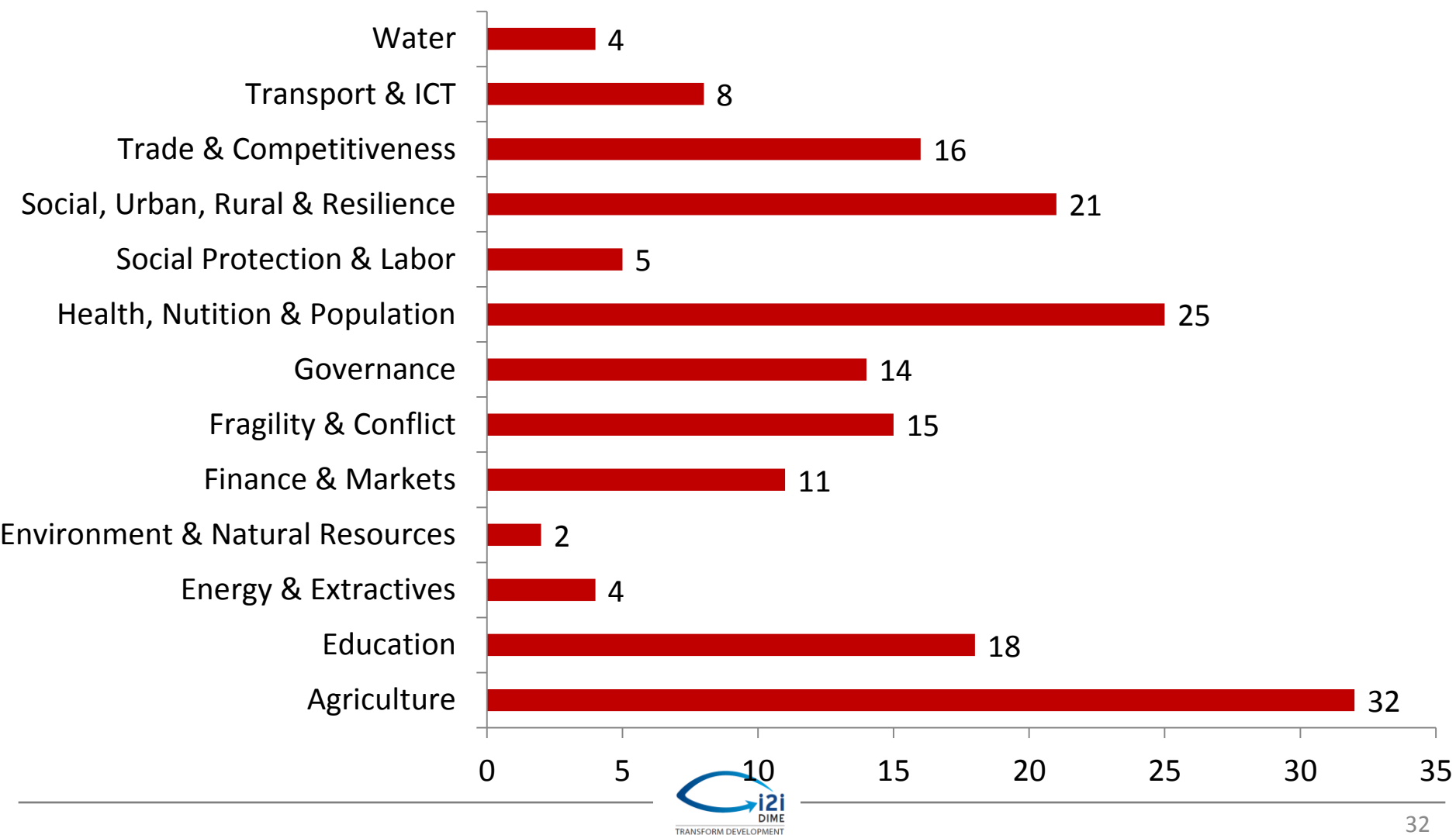
in action



# 175 IEs in 47 Countries

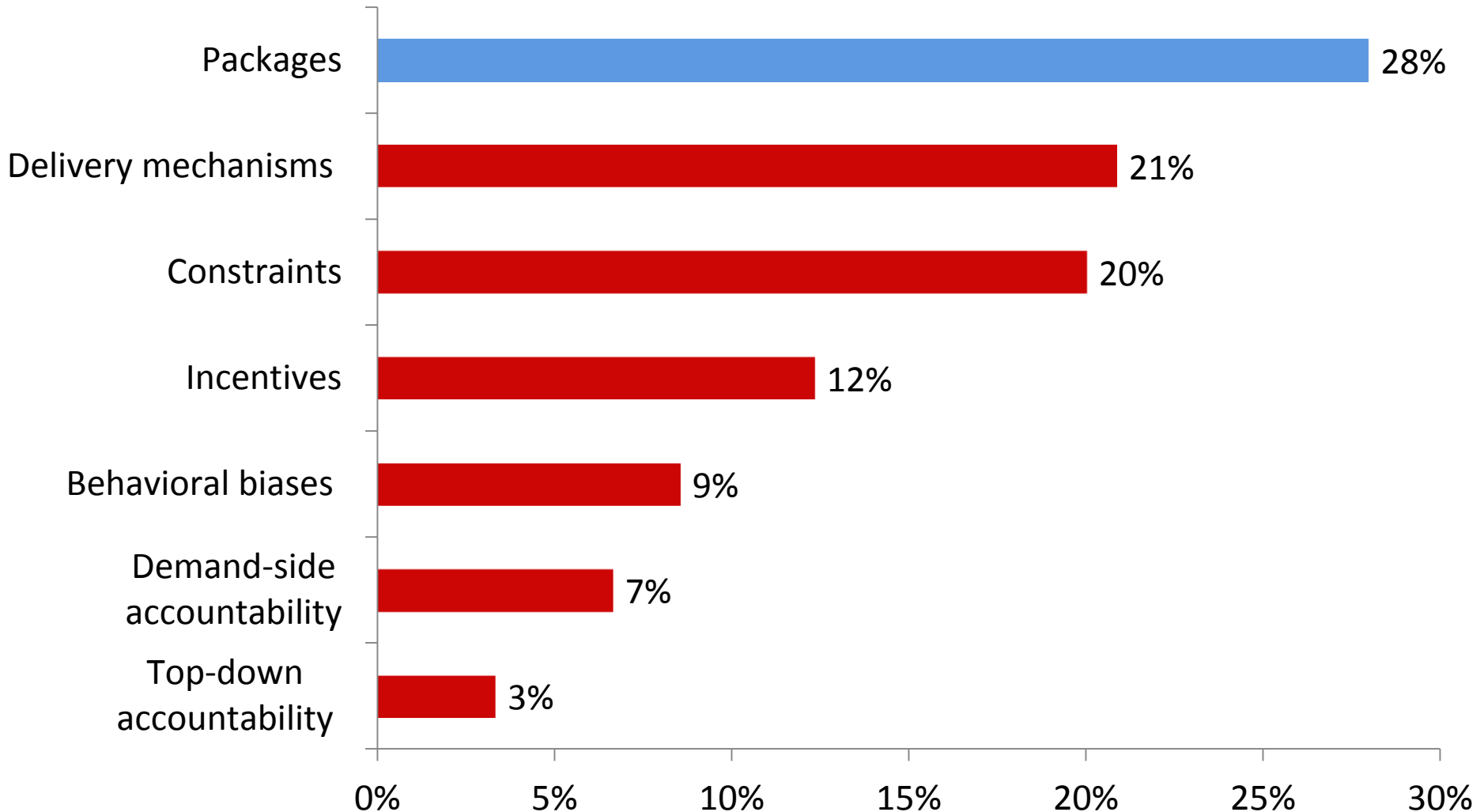
## Distribution of *dime* 's IEs by GP and CCSA

(number of IEs)



# Policy questions in *dime*'s portfolio

(% of questions)



# dime & i2i

- IE has real impacts on developmental effectiveness and project delivery
- High return on investment
- Spillover effects



*partners*

- i2i opportunity to increase scale and scope
- Open invitation to donors and governments





# Shared Objectives

## Evaluating Development Activities, 12 Lessons from the OECD DAC (OECD 2013)

### **The strategic framework for learning and accountability**

- Lesson 1: Base development policy decisions on evidence
- Lesson 2: Make learning part of the culture of development co-operation
- Lesson 3: Define a clear role for evaluation

### **Delivering evaluations effectively**

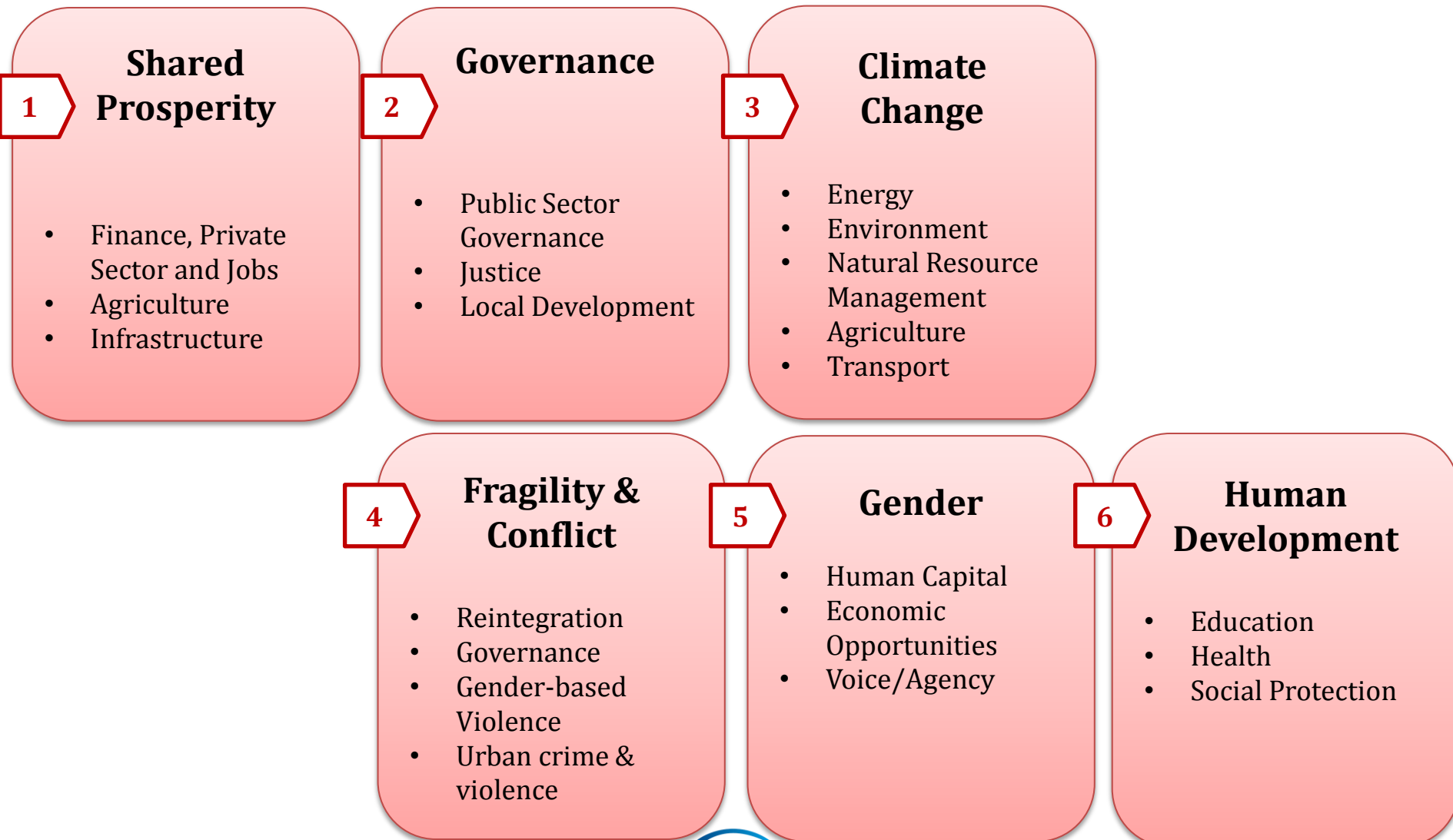
- Lesson 4: Match ambitions with adequate resources
- Lesson 5: Strengthen program design and management systems
- Lesson 6: Ask the right questions and be realistic about expected results
- Lesson 7: Choose the right evaluation tools
- Lesson 8: Work together
- Lesson 9: Help strengthen partner country capacities and use them

### **Strengthening the culture of learning**

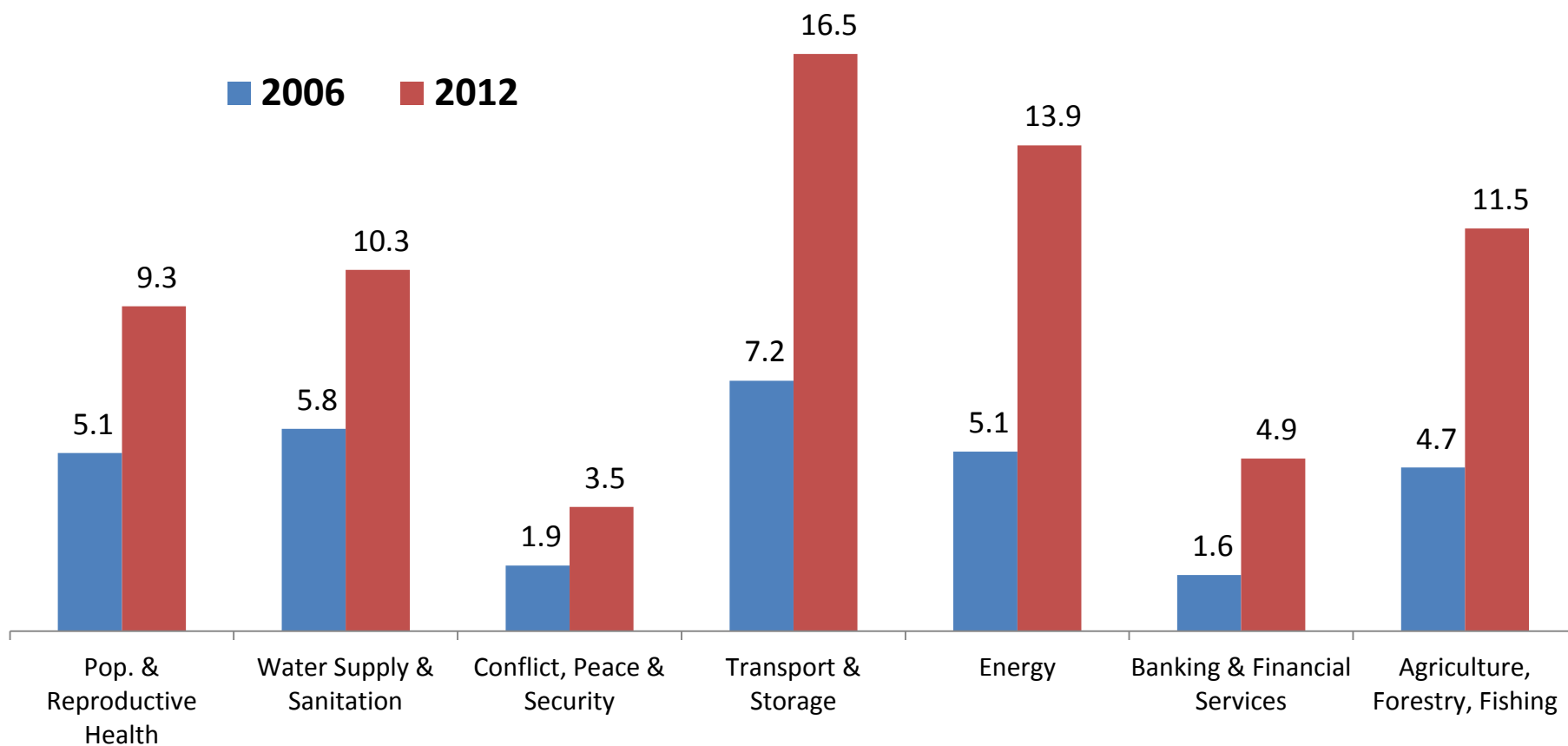
- Lesson 10: Act on evaluation findings
- Lesson 11: Communicate evaluation results effectively
- Lesson 12: Evaluate the evaluators



# pillars and thematic areas



# Total ODA, Fast Growing Sectors 2006-2012 (USD billion)



Source: [www.oecd.org/dac/stats](http://www.oecd.org/dac/stats)

# Impact Evaluation 4 Peace: Evidence to lower violence and conflict

- **In Mexico:** can behavioral therapy, intensive mentoring and jobs reduce recidivism of youth incarcerated for serious crimes?
- **In DRC:** can short-term employment reduce youth participation in violent and armed activities?
- **In India:** Which of three different strategies can help shift norms to prevent sexual and gender-based violence?

## Prioritized themes:

- Urban crime and violence
- Jobs and productive opportunities for youth at risk
- Sexual and gender-based violence
- Public sector /civil service reform



10 new cases



# Impact Evaluation in Energy and Environment



How do we supply reliable, clean energy to support sustainable growth?

## Challenge

- Reduce transmission losses
- Consume responsibly
- Increase reliability

## Testing Solutions

- Institutions for O&M
- Demand-side management
- Infrastructure prioritization

How do we align private, social and environmental objectives to sustainably manage natural resources?

## Challenge

- Slow down deforestation
- Limit overgrazing and desertification
- Mainstream climate smart technologies
- Ensure sustainability of infrastructure

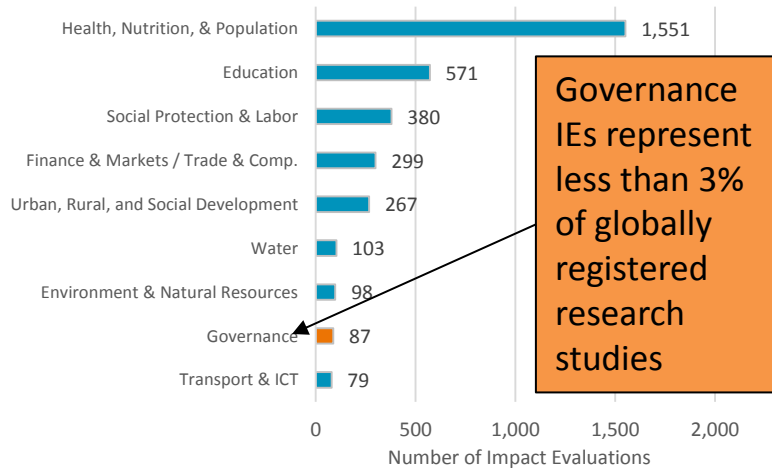
## Testing Solutions

- Property rights/incentives/  
governance
- Capacity building and networking
- Governance of irrigation

# ieGovern: Governance & Justice

Rigorous evidence on what works in governance is in short supply...

The World Bank has a comparative advantage for leading IE research in the sector.



- Largest Public Sector Modernization lending portfolio among donors
- Strong managerial support for IE

Source: 3ie Impact Evaluation registry.

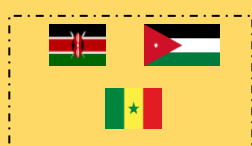
**2013:** 10 IEs designed and launched in Africa Region

**2014:** Outreach and thematic expansion

### Civil Service Reform



### Justice



### Subnational PSM / Service Delivery



### New Themes

- Citizen Engagement
- Decentralization
- Procurement
- Public Financial Management
- Tax Admin.

### Countries

- Colombia
- Ethiopia
- India
- Jamaica
- Kazakhstan
- Pakistan
- Vietnam

**January 2015:** Global ieGovern workshop in Istanbul

# Gender and Impact Evaluation

- Design interventions to mainstream gender into operations
- Run RCTs to measure results
- Inform course corrections
- Build knowledge across DIME's knowledge areas.



***Addressing Human Capital  
Gender Gaps  
through the Lifecycle***

***Financial  
Empowerment &  
Women***



**Malaria Control  
Booster Project**

**Maternal &  
Child Health Initiative**

***Gender  
Empowerment  
to Combat  
Domestic  
Violence***

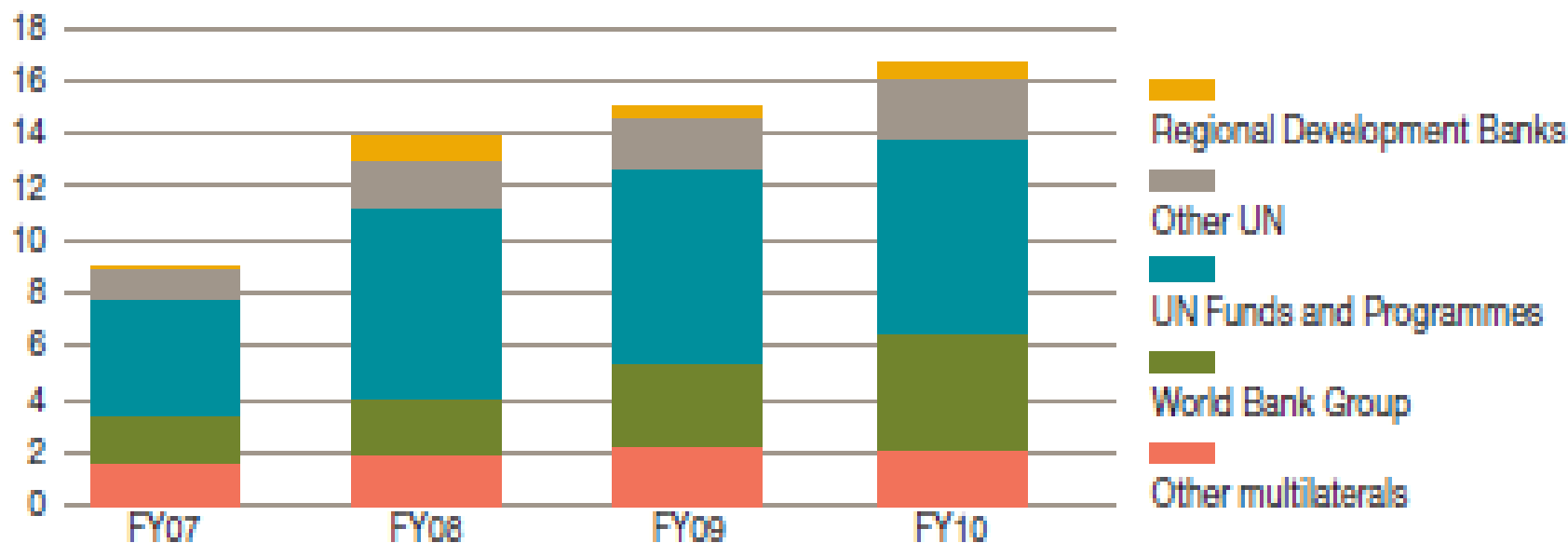
# our gender impact

- build women's empowerment and agency
  - women can reduce informational constraints to adoption (Malawi and Mozambique)
  - clarifying land rights can be especially productive for women farmers (Benin)
  - gender-tailored saving products lift investment constraints (Rwanda)
- address human capital gender gaps through the lifecycle
  - reproductive health (Nigeria)
  - vocational training to ease the school-to-work transition (Malawi)
- combat domestic violence
  - Shifting social norms (India)
  - Address reproductive coercion through health programs (Mexico)



# More cooperation in Operations

In 2007-2010, multi-bilateral ODA jumped from **\$9 billion** to **\$16.7 billion**



# Increasing Cooperation in Evaluation:

small budgets, large task, economies of scale

## Limited Evaluation Resources

- The central evaluation unit of DAC member country has a budget of USD 2.4 million, or **0.16%** of that country ODA.
- The evaluation budget of multilateral institutions is USD 10 million, a tiny fraction of lending.

## Call for Collaboration

- The 2010 OECD report notes new demands on DAC evaluation units for rigorous impact evaluations, working in a more collaborative way with country partners, and synthesizing findings to report on development results
- i2i offers a framework for collaboration to exploit economies of scale in learning and knowledge sharing

# Discussion

- In 2013, net official development assistance reached a record of US\$138 billion.
- Which development interventions are effective and worth scaling up? Which promising mechanisms are worth testing across different sectors? Impact Evaluations provide guidance.
- The i2i platform can facilitate the rapid expansion of IEs, especially in under-evaluated sectors.

# Thank You!



[facebook.com/IEKnow](https://facebook.com/IEKnow)



[#impacteval](#)  
[#ieknow\\_dime](#)



[blogs.worldbank.org/impactevaluations](https://blogs.worldbank.org/impactevaluations)



[microdata.worldbank.org/index.php/catalog/impact\\_evaluation](https://microdata.worldbank.org/index.php/catalog/impact_evaluation)



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