

Addressing Challenges of Globalization: An Independent Evaluation of the World Bank's Approach to Global Programs

Dissemination Workshop: Assessing the Impacts of Global Programs

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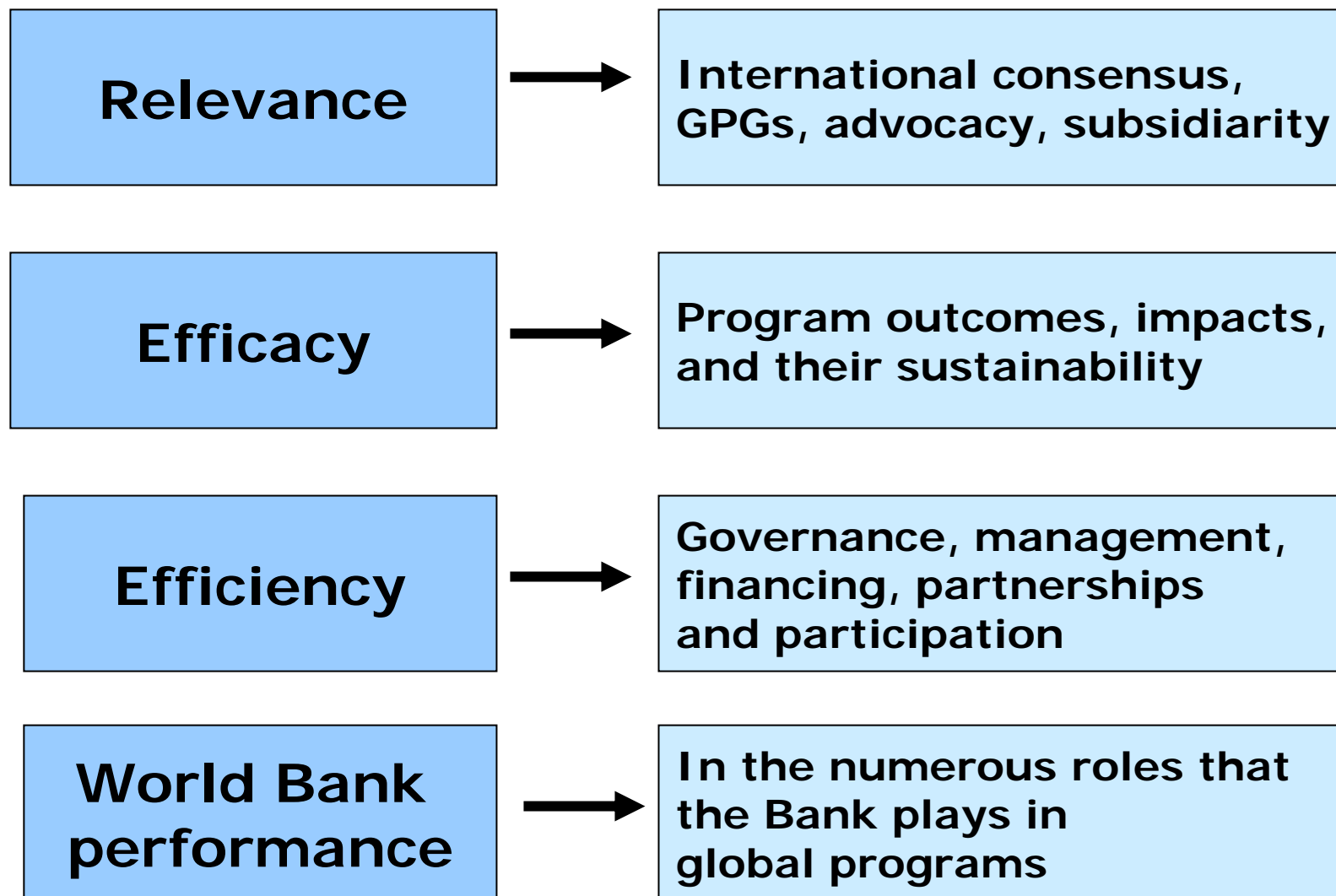
Operations Evaluation Department

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www.worldbank.org/oed/gppp



Evaluation Issues for Phase II Report and Case Studies



Efficacy: Four evaluation questions

- **Monitoring and evaluation?**
 - To what extent does the program have effective M&E?
- **Linkages to country-level activities?**
 - Adding value is a joint product of global & country-level activities
 - Desired nature of linkages will vary according to objectives, design, and implementation of each program
- **Value added?**
 - To developing countries
 - To the Bank and other donors
- **Sustainability?**
 - Of the outcomes and impacts of the program



Five aspects of monitoring and evaluation



- **Clear and coherent program objectives and strategies**
- **Use of results-based management framework with a structured set of (quantitative or qualitative) indicators**
- **Systematic and regular processes for data collection and management**
- **Independence of program-level evaluations**
- **Effective feedback mechanisms to reflect evaluation findings**



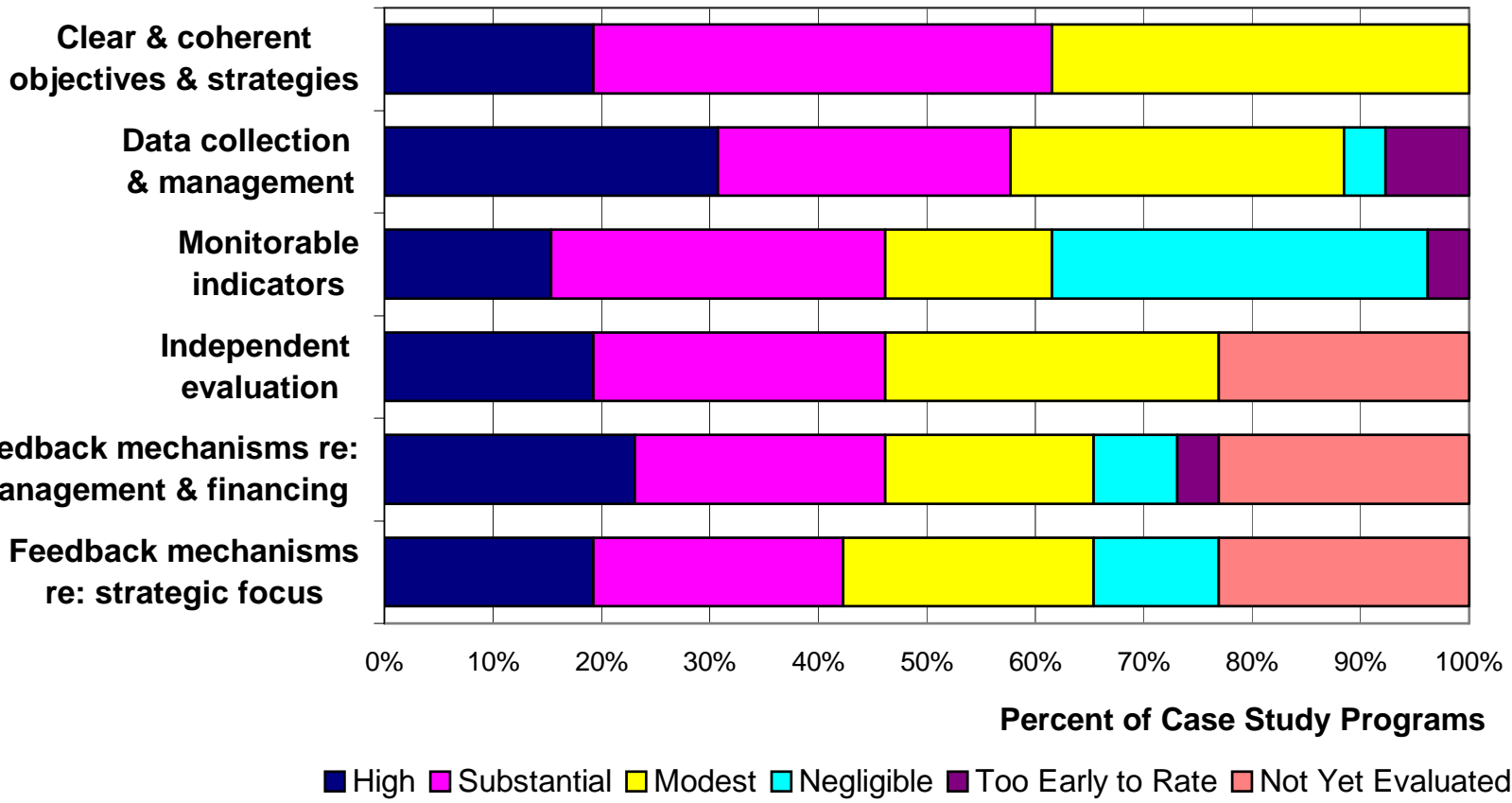
Major Findings



- **Evaluations are increasing in number, independence and quality**
- **Programs delivering global public goods often add value**
- **Bank has difficulty linking its global programs and country operations when Bank is not an implementing agency**
- **Need to address methodological challenges of evaluating impacts, e.g.:**
 - Biodiversity
 - Advocacy programs
 - Technical assistance programs



OED Ratings re: M&E



Improve Evaluation Processes



- **Institute transparent reporting arrangements to donors and stakeholders**
- **Promote evaluation and audit as functions of governing bodies**
- **Work with partners to develop international evaluation standards**
- **Include global programs in OED's evaluation and reporting processes:**
 - Review program-level evaluations like other self-evaluations at the project and country level
 - To provide accountability to the Bank's Board and to learn lessons of experience



Foster Global-Country Linkages to Increase Value Added



- **Get Bank's Regions more involved – to increase country relevance and ownership of global programs**
- **Facilitate greater voice of Bank's client countries**
- **Provide budgetary resources to operationalize global programs in the Bank's regional operations.**



Questions for Discussion



- **Large vs. small programs: How to help small programs with independent evaluation**
- **Results-based management:**
 - Is this the right approach?
 - If so, how to foster it?
- **How to assess outcomes and impacts of advocacy and technical assistance programs**
- **How to improve global-country linkages**
 - When is this needed, and when not?
 - For developing countries themselves
 - For the Bank and other donors



Most Programs Primarily Address National Public Goods or Capacity



	Financing Global Investm'ts	Financing Country-level investm'ts	Fostering country-level approaches and standards	Financing country-level technical assistance	Strengthening country-level capacity	# of Programs
Delivering Global Public Goods	CGIAR TDR	GEF MLF ProCarbF CEPF	UNAIDS RBM Global Forum Stop TB			10
Delivering National Public Goods		PostConF GAVI	CGAP GIF GWP UCW	WSP ESMAP IF PPIAF Cities Alliance	infoDev World Links GDN FSAP FIRST	16
# of Programs	2	6	8	5	5	26

