

The Future of Evaluation in Modern Societies

The Importance of Evaluation in Development Policy

Dr. Hans-Martin Boehmer
Director for Strategy, Learning, and Communication
Independent Evaluation Group
The World Bank Group

June 14, 2012

Structure of Today's Presentation

Part I:

- Some Development Perspective

Part II:

- Social Services, Politics, and Evaluation in Developing Countries – the Short and the Long Route;

Part III:

- The Politics of Evaluation at the Multilateral Level – the Short, the Long, and the Very Long Route;

Part IV:

- Concluding Thoughts

Structure of Today's Presentation

Part I:

- **Some Development Perspective**

Part II:

- Social Services, Politics, and Evaluation in Developing Countries – the Short and the Long Route;

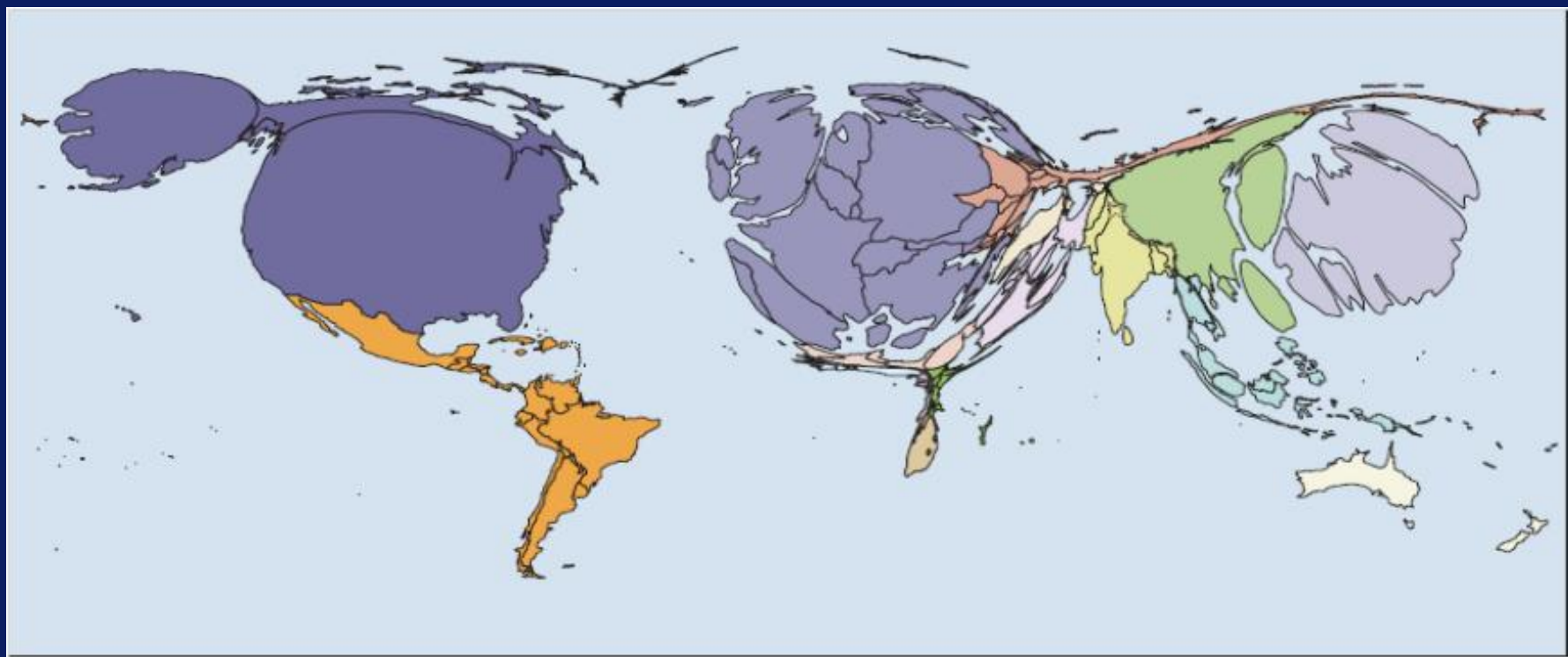
Part III:

- The Politics of Evaluation at the Multilateral Level – the Short, the Long, and the Very Long Route;

Part IV:

- Concluding Thoughts

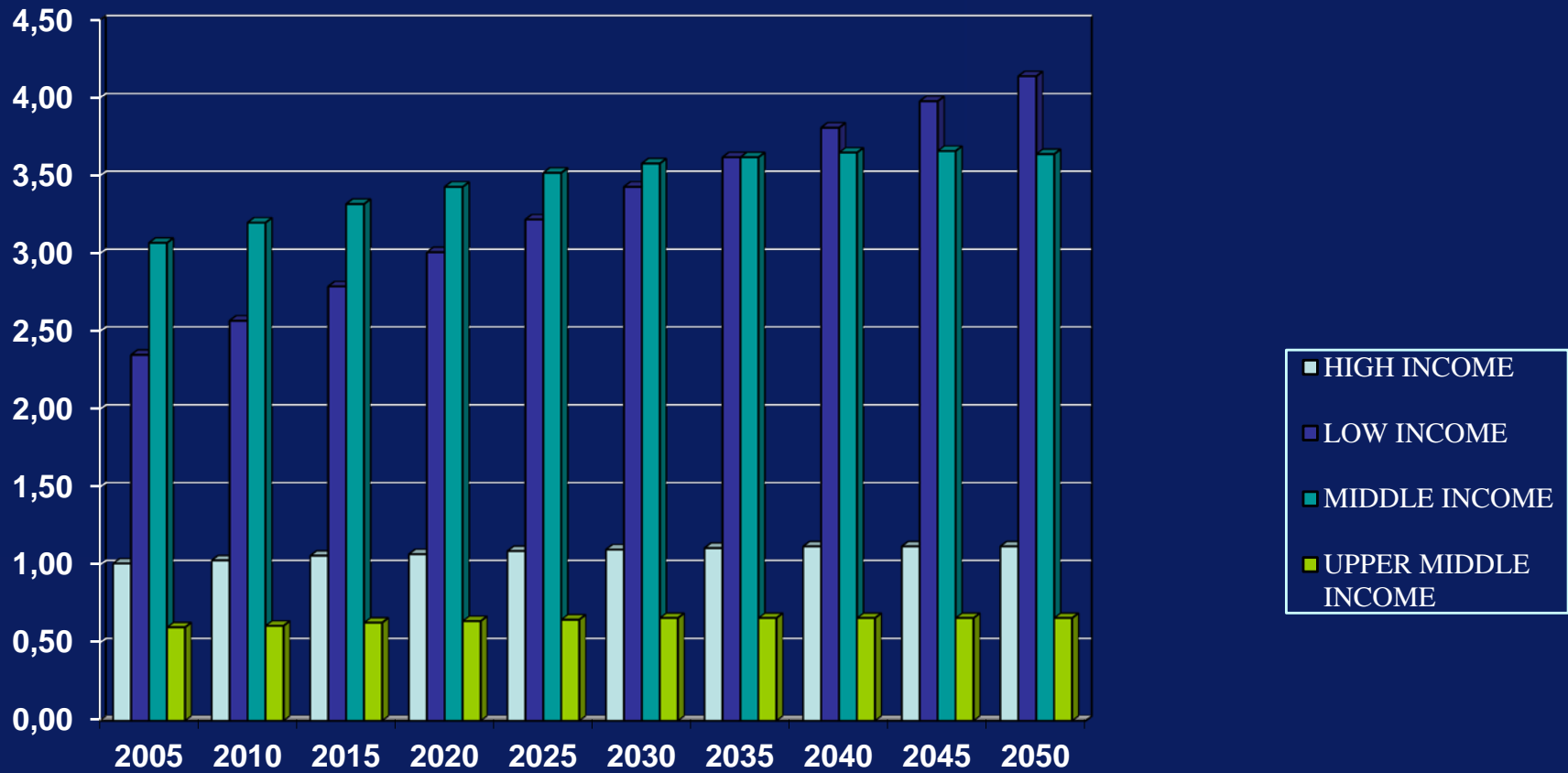
The World According to 20th Century Economics



Graphic from *World Development Report, 2009*

World Population Trends (in billion)

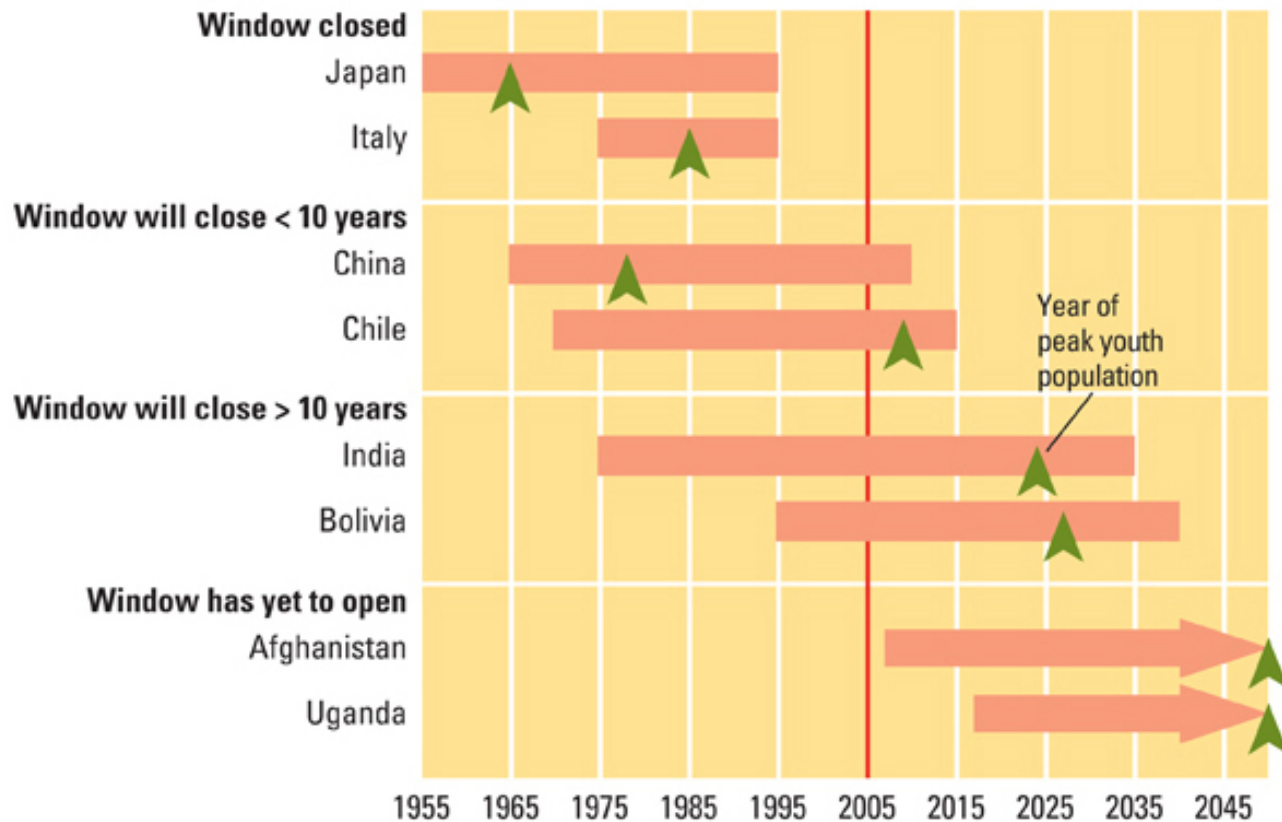
2005 – 2050: Virtually all of future population growth from low and middle income countries



World Bank projections,

Demographic Transitions

1955 – 2045: Demographic windows are closing for some, opening for others



Source: United Nations (2005b), medium variant.

Note: Bars show the range of years for which the dependency ratio—the number of dependents relative to people of working age—is falling.

Structure of Today's Presentation

Part I:

- Some Development Perspective

Part II:

- **Social Services, Politics, and Evaluation in Developing Countries – the Short and the Long Route;**

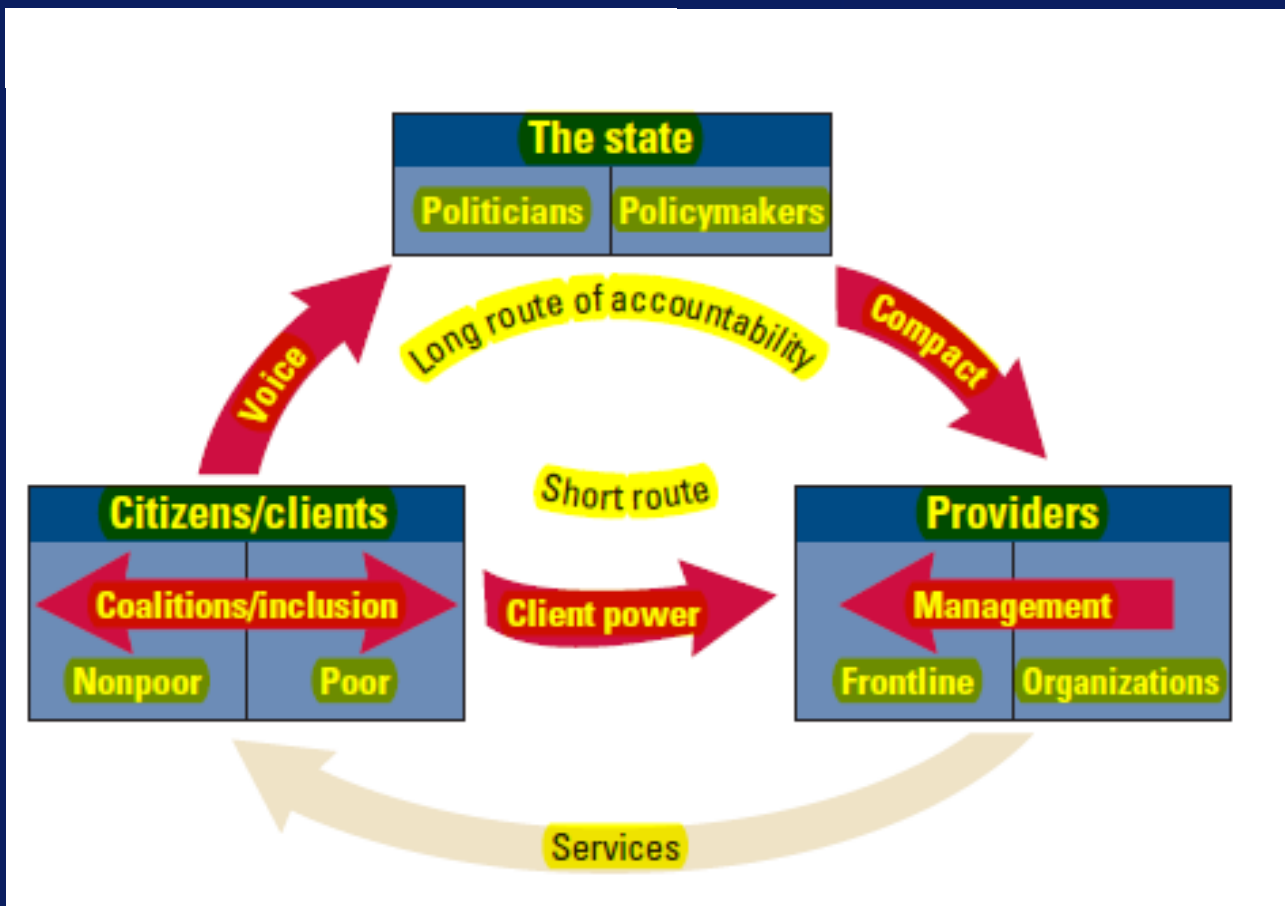
Part III:

- The Politics of Evaluation at the Multilateral Level – the Short, the Long, and the Very Long Route;

Part IV:

- Concluding Thoughts

Why Evaluation Matters in Development – Using the Service Delivery Framework (WDR 2005)



Social Services Matter – So does Economics

- Remember the importance of information for the effective working of markets;
- Remember that repeated games – unlike the famous prisoners' dilemma – can lead to more efficient outcomes.

Governance and Evaluation: South Africa

Auditor General

- Independent monitoring of compliance
- Auditing of performance information
- Reporting to Parliament

Public Service Commission

- Independent monitoring and evaluation of public service
- Focus on adherence to public service principles in Constitution
- Reporting to Parliament

Constitutional Power

National Treasury

- Regulate departmental 5 year and annual plans and reporting
- Receive quarterly performance information
- Expenditure reviews

Public Service Dep't


- Monitor national and provincial public service
- Regulate service delivery improvement

Legal power

Presidency

- Department of Performance Monitoring and Evaluation
 - Produce government-wide M&E frameworks
 - Facilitate production of whole of government 5 year plans for priorities
 - Monitor and evaluate plans for priorities as well as performance of individual departments and municipalities

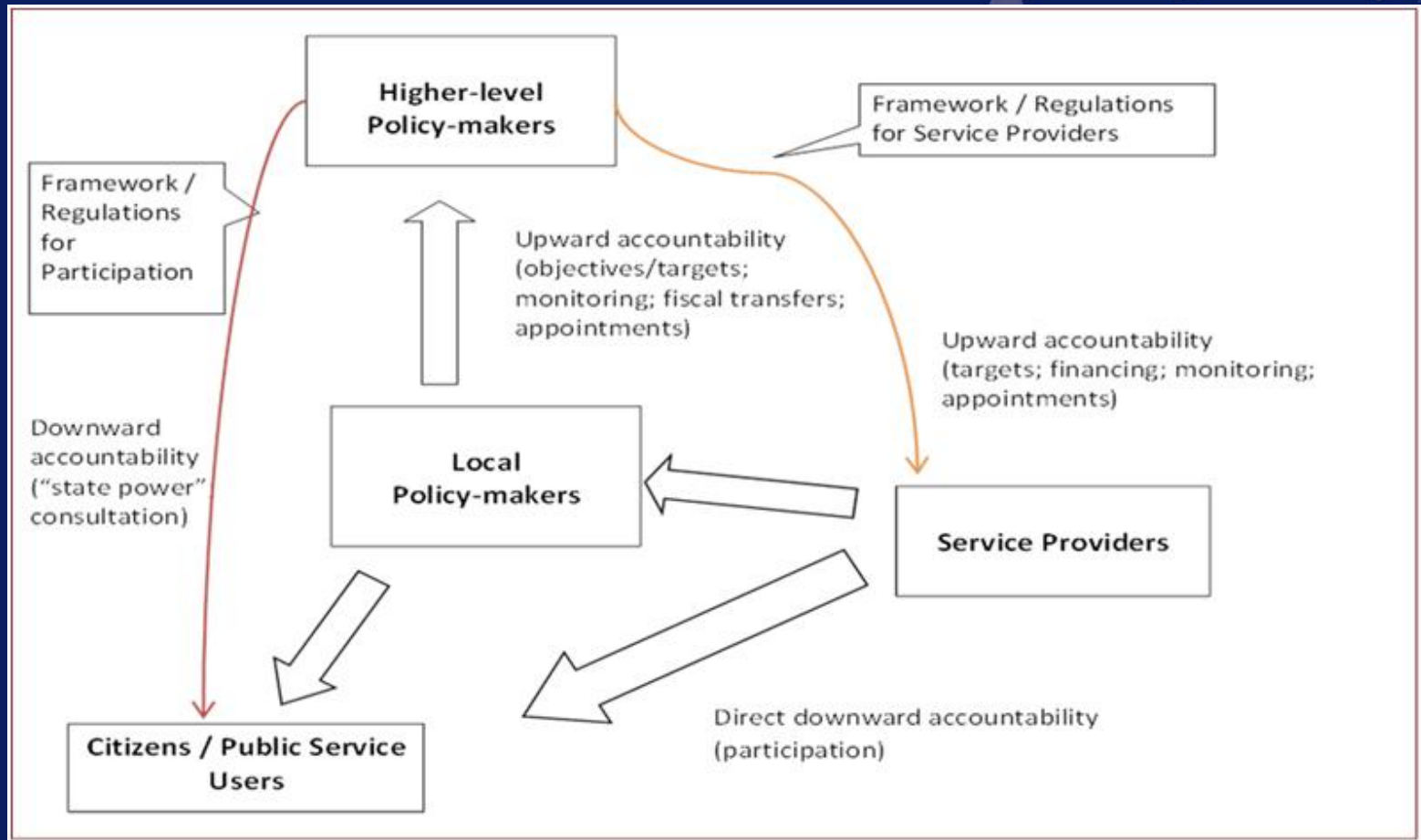
Positional power

A faint world map is visible in the background of the slide, centered behind the title.

South Africa: Consequences for Evaluation Governance and Utility

- High degree of transparency;
- Diffusion of mandates and accountabilities;
- Low expectations for political action as result of poor performance.
- “Long Route” not yet working
- Presidency ‘Hot-line’ becomes part of ‘Short Route’.

Accountability Relationships for Service Delivery— China



China: Consequences for Evaluation Governance and Utility

- Demand driven from top down;
- Proliferation of performance indicators at each level;
- Lack of disclosure to public
- Significant efforts, but still at early, experimental stages.
- “Long Route” not working, yet.

Structure of Today's Presentation

Part I:

- Some Development Perspective

Part II:

- Social Services, Politics, and Evaluation in Developing Countries – the Short and the Long Route;

Part III:

- **The Politics of Evaluation at the Multilateral Level – the Short, the Long, and the Very Long Route;**

Part IV:

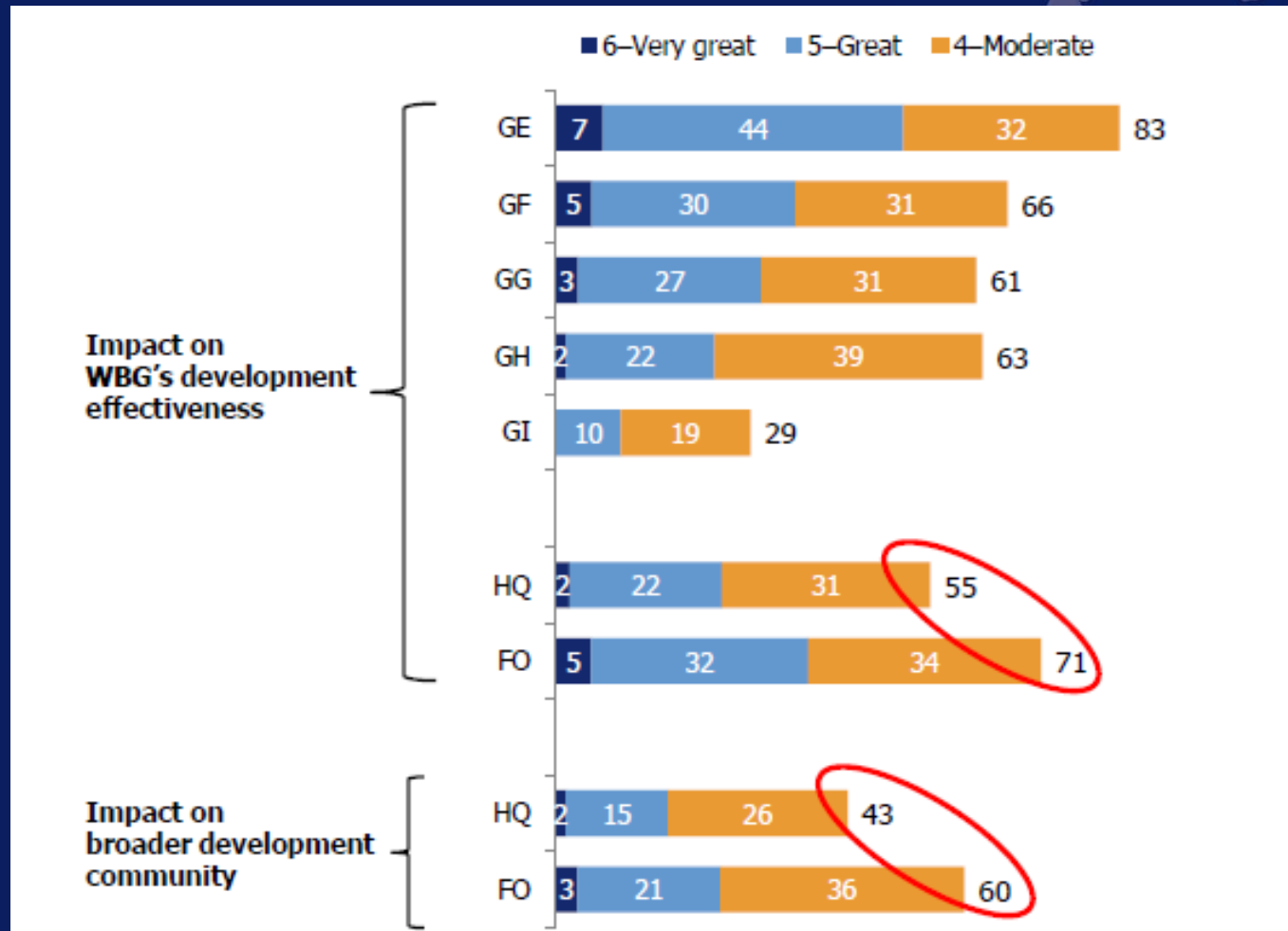
- Concluding Thoughts



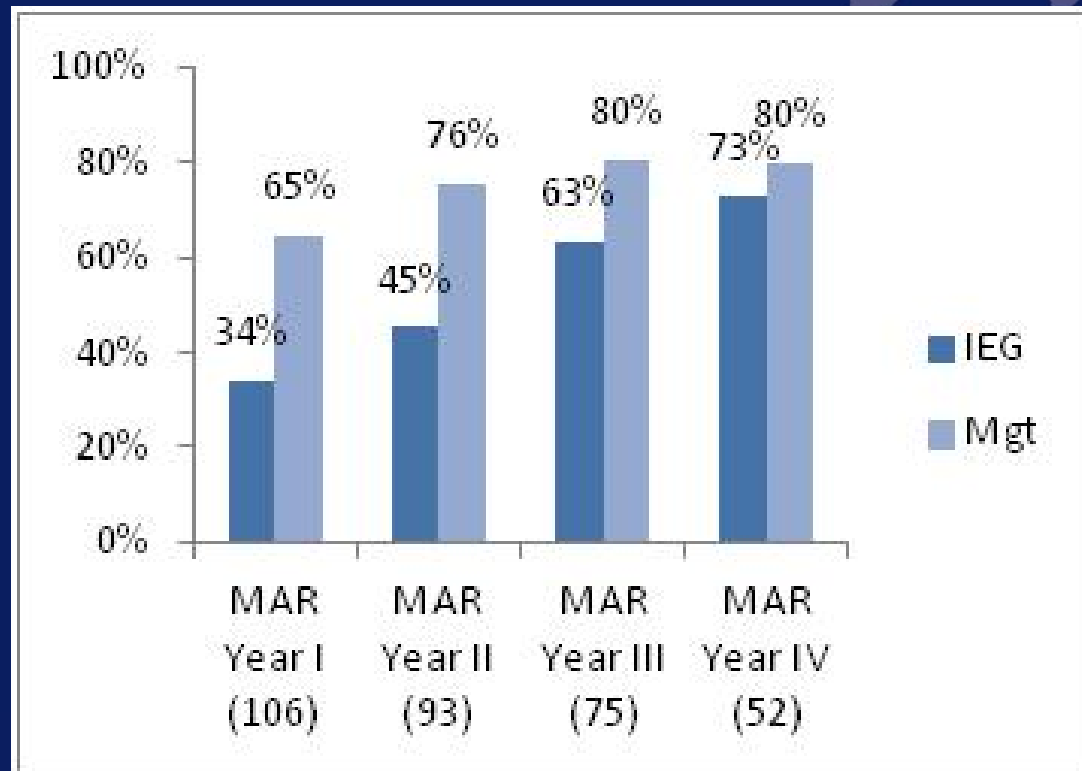
“All large organizations...if they’re honest with themselves, will admit that they have successes and failures. We should learn from these experiences of success and failure.”

**- Robert S. McNamara
Independent Evaluation Group
(formerly the Operations Evaluation Department), *The First 30
Years***

Short Route - Impact of IEG Evaluations by Staff Grade Level



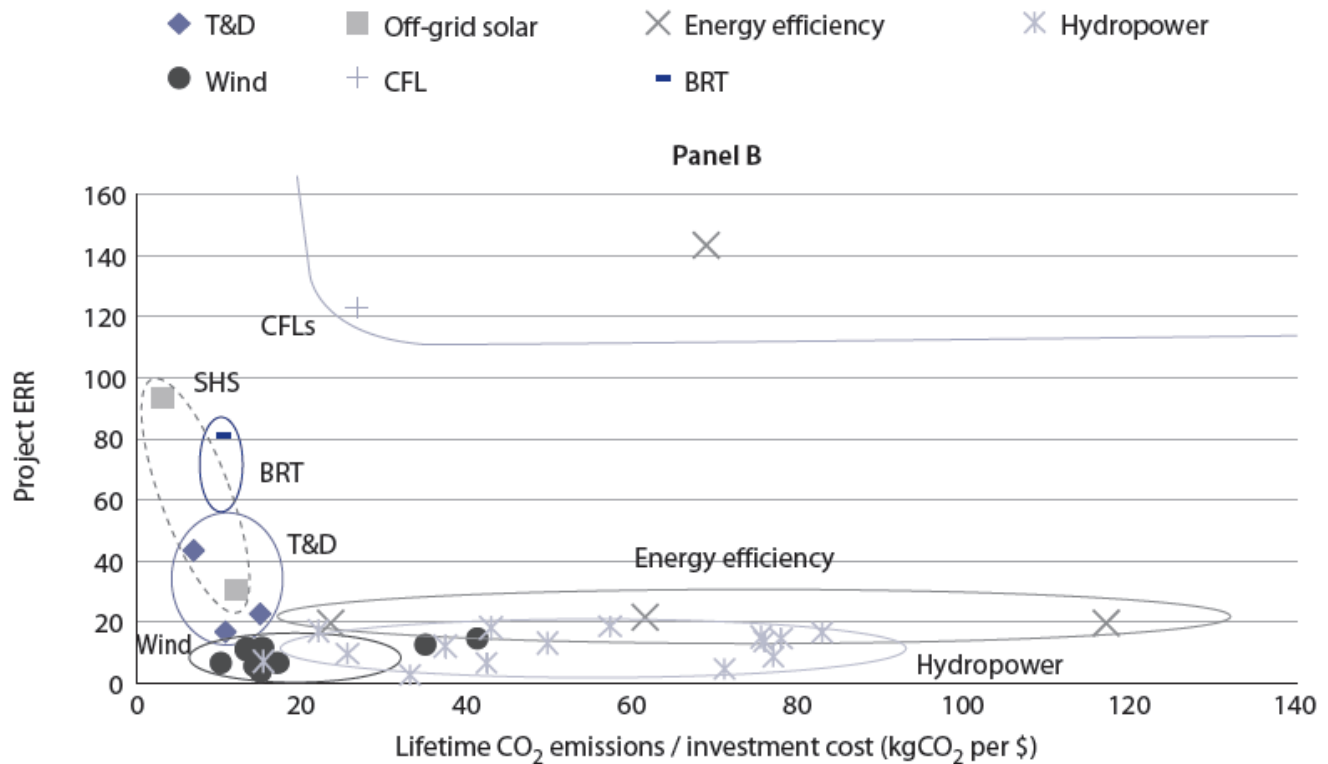
Long-Route – Is there general follow-up to Evaluations?



Mostly, over time.

Preliminary data, *Results and Performance of the WBG, 2012*

The Very Long Route – IEG Climate Change Evaluation: Challenge of Low Carbon Development



Source: IEG.

Note: Estimates—all adapted from WBG project documents—are mostly based on ex ante appraisals, could be overly optimistic, and are selected on the basis of availability. They are not produced with consistent methodologies or rigor. See appendix I for a fuller description of data limitations. BRT = bus rapid transit; CFL = compact fluorescent light; ERR = economic rate of return; SHS = solar photovoltaic home system; T&D = transmission and distribution.



WB Board Reaction (From official discussion summary)

- “Cautioned that findings and recommendations should not pre-empt new strategies”;
- “Agreed with Management that climate change agenda needs to address access agenda” (acknowledged this was covered in previous evaluation);
- “Different views were expressed on WBG’s involvement in coal plant projects.”

Structure of Today's Presentation

Part I:

- Some Development Perspective

Part II:

- Social Services, Politics, and Evaluation in Developing Countries – the Short and the Long Route;

Part III:

- The Politics of Evaluation at the Multilateral Level – the Short, the Long, and the Very Long Route;

Part IV:

- **Concluding Thoughts**

Concluding Considerations

- ✓ “Short Route” depends highly on governance and country/ institutional settings;
- ✓ “Long Route” of Accountability rarely leads to influential evaluations;
- ✓ “Very Long Route” depends on basic political consensus.
- ✓ Optimistic future – access to information; challenging of established power-relations; demand for evidence-based policy making.



THANK YOU!