

Simple Project Evaluation Spreadsheet Model World Bank

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Ten Steps to a Results-based Monitoring and Evaluation System

An effective state is essential to achieving socio-economic and sustainable development. With the advent of globalization, there are growing pressures on governments and organizations around the world to be more responsive to the demands of internal and external stakeholders for good governance, accountability and transparency, greater development effectiveness, and delivery of tangible results. Governments, parliaments, citizens, the private sector, NGOs, civil society, international organizations and donors are among the stakeholders interested in better performance. As demands for greater accountability and real results have increased, there is an attendant need for enhanced results-based monitoring and evaluation of policies, programs, and projects. This Handbook provides a comprehensive ten-step model that will help guide development practitioners through the process of designing and building a results-based monitoring and evaluation system. These steps begin with a OC Readiness AssessmentOCO and take the practitioner through the design, management, and importantly, the sustainability of such systems. The Handbook describes each step in detail, the tasks needed to complete each one, and the tools available to help along the way."

The Road to Results

'The Road to Results: Designing and Conducting Effective Development Evaluations' presents concepts and procedures for evaluation in a development context. It provides procedures and examples on how to set up a monitoring and evaluation system, how to conduct participatory evaluations and do social mapping, and how to construct a "rigorous" quasi-experimental design to answer an impact question. The text begins with the context of development evaluation and how it arrived where it is today. It then discusses current issues driving development evaluation, such as the Millennium Development Goals and the move from simple project evaluations to the broader understandings of complex evaluations. The topics of implementing 'Results-based Measurement and Evaluation' and

constructing a 'Theory of Change' are emphasized throughout the text. Next, the authors take the reader down 'the road to results,' presenting procedures for evaluating projects, programs, and policies by using a 'Design Matrix' to help map the process. This road includes: determining the overall approach, formulating questions, selecting designs, developing data collection instruments, choosing a sampling strategy, and planning data analysis for qualitative, quantitative, and mixed method evaluations. The book also includes discussions on conducting complex evaluations, how to manage evaluations, how to present results, and ethical behavior—including principles, standards, and guidelines. The final chapter discusses the future of development evaluation. This comprehensive text is an essential tool for those involved in development evaluation.

Handbook on Impact Evaluation

Public programs are designed to reach certain goals and beneficiaries. Methods to understand whether such programs actually work, as well as the level and nature of impacts on intended beneficiaries, are main themes of this book.

World Bank Group Impact Evaluations

Over the past decade the development community has focused more on measuring results, so the use of impact evaluations has expanded rapidly. IEG examines the relevance, quality, and influence of World Bank and IFC impact evaluations.

Reviving Project Appraisal at the World Bank

Currently available on the Procurement website.

Sample Form of Evaluation Report

"The Independent Evaluation Group (IEG) prepared this synthesis note as an input to the ongoing process surrounding the international agenda for Small States. Its purpose is to provide a perspective on some of the issues small states face through a review of World Bank experience with country and project assistance. The lessons and findings are drawn from IEG Country Assistance Evaluations and Project Performance Assessment Reports, as well as from IEG Reviews of Country Assistance Strategy Completion Reports and Project Implementation Completion Reports."

Small States

Despite the billions of dollars spent on development assistance each year, there is still very little known about the actual impact of projects on the poor. There is broad evidence on the benefits of economic growth, investments in human capital, and the provision of safety nets for the poor. But for a specific program or project in a given country, is the intervention producing the intended benefits and what was the overall impact on the population? Could the program or project be better designed to achieve the intended outcomes? Are resources being spent efficiently? These are the types of questions that can only be answered through an impact evaluation, an approach which measures the outcomes of a program intervention in isolation of other possible factors. This handbook seeks to provide project managers and policy analysts with the tools needed for evaluating project impact. It is aimed at readers with a general knowledge of statistics. For some of the more in-depth statistical methods discussed, the reader is referred to the technical literature on the topic. Chapter 1 presents an overview of concepts and methods. Chapter 2 discusses key steps and related issues to consider in implementation. Chapter 3 illustrates various analytical techniques through a case study. Chapter 4 includes a discussion of lessons learned from a rich set of 'good practice' evaluations of poverty projects which have been reviewed for this handbook.

Evaluating the Impact of Development Projects on Poverty

Outcomes on World Bank education projects are better when the quality of project appraisal is good.

Economic Analysis of World Bank Education Projects and Project Outcomes

The authors focus on two broad questions: 1) what is the proper role for project evaluation in today's world, where countries have reduced major economic distortions and are reconsidering the role of the state? and 2) besides project evaluation, how else can economic analysis ensure high-quality projects?

The authors argue for a shift in the emphasis of project evaluation away from a concern with precise rate of return calculations to a broader examination of the rationale for public provision. In this context, three areas critical for proper project appraisal are the counterfactual private sector supply response, the fiscal impact, and the fungibility of lending. (1) Counterfactual private sector supply response. Any type of cost-benefit analysis - be it in the public or the private sector - requires the project evaluator to specify the counterfactual: what would the world have looked like in the absence of the project? Since World Bank projects are public sector projects, the relevant counterfactual involves assessing what the private sector would have otherwise provided, and the relevant magnitude for evaluation purposes is the net contribution of the public project. Failure to consider explicitly the private sector counterfactual during evaluation biases the lending mix of the Bank away from projects with strong public good characteristics toward projects with private good characteristics. (2) Fiscal impact. Applying the private sector counterfactual would lead the Bank to undertake projects with a reasonable case for public intervention, such as basic infrastructure, primary education, and rural health. These projects typically share the characteristics that costs are borne by the public sector while benefits are enjoyed by the private sector. But in the absence of nondistortionary, lump sum taxes, there is likely to be a positive marginal cost of taxation and a premium on public income. Since the Bank has not used such a premium and treats public costs and private benefits equally, it has systematically overestimated the net benefits of these projects. (3) Fungibility of lending. Project-specific appraisal can at best assess only the rate of return and the acceptability of the project being appraised. This limitation is problematic because the project might have been undertaken even without Bank financing. If that is the case, the Bank is actually financing some other project - one not subject to appraisal by the Bank - that would not have been in the investment program without Bank financing. This problem arises because financial resources are fungible to some extent. One way to alleviate this concern is to conduct public expenditure reviews before embarking on the appraisal and financing of specific projects. Furthermore, financing a portion of the government's sectoral investment program may be more effective than project-specific lending.

Reviving Project Appraisal at the World Bank

This publication examines the effectiveness of aid agency projects in relation to social development work, which are based on four key concepts of social sectors; safety nets; inclusion, equity and empowerment; and social relations. The report draws on recent and ongoing OED evaluations supplemented by other data including a portfolio review, a literature review, individual surveys and a review of country assistance strategies. Four main recommendations are made to improve policy outcomes, including the need to ensure that stated Bank or policy priorities receive adequate treatment across regions and countries, with better strategic planning to address current skills and monitoring and evaluation gaps.

Putting Social Development to Work for the Poor

In his foreword, the president of the World Bank, James D. Wolfensohn, states plainly and precisely the rationale for this volume. "Evaluation is a central aspect of any poverty reduction endeavor. Evaluation implies that we have adopted a methodology that allows us to look in an effective way at the results of what we are doing so that we can, in turn, adapt our future actions toward the effective achievement of our goals. Evaluation adds value if we can learn something useful from it. It is not just a scorecard. It is something that helps us change our behavior or influence the behavior of others." This high powered collection of papers illustrates this statement. The network of world class scholars and development practitioners covers the gamut from methodological issues to policy concerns with respect to participatory evaluation, poverty reducing growth, macro and micro levels of intervention, health, nutrition and population programs, social inclusion and the changing role of the civil society. The participants include major figures, including a Nobel Laureate as well as cutting edge policy makers. Poverty reduction is examined in innovative ways-utilizing state of the art techniques of the social and economic sciences. The editors and contributors emphasize "what works" in poverty reduction programs. They point to making interventions context specific with a holistic vision of the problem. Contributors emphasize social funds and safety nets, social services, crisis prevention, informal social security and insurance systems, anti-corruption programs, mobilization of the poor, and ultimately, the creation, where none existed in the past, of a workable civil society. In short, this volume lies at the intersection of development economics and political economy. It seeks to promote development effectiveness through social learning and problem solving. The volume is unabashedly focussed on pro-poor growth. It has its roots in a conference sponsored by the Operations Evaluation Department, an independent unit within the World Bank. The goals of evaluation are to learn from experience, to

provide an objective basis for assessing the results of the Bank's work, and to provide accountability in the achievement of its objectives. Osvaldo N. Feinstein is a manager, and Robert Picciotto, director general of the Operations Evaluation Department. The World Bank is located in Washington, D.C. with offices throughout the developing world.

Does Participation Improve Project Performance?

Project sustainability has received considerable attention in recent years. The increased awareness stems from a growing concern with social development issues such as poverty reduction, project sustainability, the equal participation of women, and the social costs of economic development. This handbook provides a comprehensive guide to the wide range of techniques available for monitoring and evaluating the main kinds of social development programs. The authors highlight or review a number of topics that have been overlooked in earlier evaluation publications, such as: -The organization of monitoring and evaluation at the project, sectoral, and national levels -The management of the databases required to select, design, and implement new social projects and programs -The monitoring and evaluation of project sustainability -Simple and cost-effective methods of estimating project impact. The authors also discuss methods for identifying potential beneficiaries and their information needs and ways of managing evaluations.

Evaluation and Poverty Reduction

Presents a selection of topics of special interest and relevance to eight Pacific Island countries that are member of the World Bank (PMCs)--Fiji, Federated States of Micronesia, Kiribati, Marshall Islands, Solomon Islands, Tonga, Vanuatu, and Western Samoa. The themes selected are: the impact of recent changes in the external trading environment of the PMCs; economic diversification into tourism; improving the management of and getting better returns for natural resources such as fisheries and forestry; and regional cooperation. The report also includes profiles of these eight countries.

The Collection, Analysis, and Use of Monitoring and Evaluation Data

This study analyzes the extent to which the India program is meeting the World Bank's objective of mainstreaming participatory approaches in project preparation and design. It includes ten projects in which participation was an overall project objective. These projects provided "good practice" lessons from a variety of social and natural resource management sectors.

Monitoring and Evaluating Social Programs in Developing Countries

The earliest decisions that lead to development projects are among the most critical in determining long-term success. This phase of project development transforms exciting ideas into project proposals, setting the stage for a variety of actions that will eventually lead (if all goes well) to desirable results. From deciding to propose a sanitation project in South Asia to selecting approaches that strengthen school management in South America, these decisions are the starting place of development. This book is your guide to having assessing needs and then making essential decisions about what to do next. Needs assessments support this early phase of project development with proven approaches for gathering information and making justifiable decisions. Filled with practical strategies, tools, and guides, you will find that this book covers both large-scale formal needs assessments, as well as less-formal assessments that guide daily decisions. Included in the book is a blend of rigorous methods and realistic tools that can help you make informed and reasoned decisions. Use the tools featured in the book to conduct focus groups, develop surveys, prioritize needs, and lead group decision-making; developing a comprehensive, yet realistic, approach to identifying needs and selecting among alternative ways forward.

Selecting Development Projects for the World Bank

World Bank Discussion Paper No. 329. Tests the hypothesis that appropriate joint management of transboundary fish stocks can help avoid overexploitation of these resources while increasing rents and benefits. Focusing on the industrial pelagic fisheries of northern Chile and southern Peru, the authors present various quantitative models for identifying industry characteristics and calculating benefits.

Participation in Project Preparation

Basic notions of cost-benefit analysis; Derivation of shadow prices; Estimation of shadow prices; Technical derivation of shadow prices.

A Guide to Assessing Needs

The second edition of the Impact Evaluation in Practice handbook is a comprehensive and accessible introduction to impact evaluation for policy makers and development practitioners. First published in 2011, it has been used widely across the development and academic communities. The book incorporates real-world examples to present practical guidelines for designing and implementing impact evaluations. Readers will gain an understanding of impact evaluations and the best ways to use them to design evidence-based policies and programs. The updated version covers the newest techniques for evaluating programs and includes state-of-the-art implementation advice, as well as an expanded set of examples and case studies that draw on recent development challenges. It also includes new material on research ethics and partnerships to conduct impact evaluation. The handbook is divided into four sections: Part One discusses what to evaluate and why; Part Two presents the main impact evaluation methods; Part Three addresses how to manage impact evaluations; Part Four reviews impact evaluation sampling and data collection. Case studies illustrate different applications of impact evaluations. The book links to complementary instructional material available online, including an applied case as well as questions and answers. The updated second edition will be a valuable resource for the international development community, universities, and policy makers looking to build better evidence around what works in development.

The Economic Evaluation of Projects

Between 1993 and 1995, the U.S. contributed an average of 1.2 billion/year to the World Bank. This report reviews whether continued participation in the World Bank is in the U.S. interest. Addresses the Bank's role in enhancing the flow of international private investment capital into developing countries, the extent to which Bank projects achieve their development objectives, the Bank's progress in reforming its operations to improve effectiveness, and the extent to which the Bank supports U.S. foreign policy goals. Charts and tables.

Economic Analysis of Projects

A growing number of governments are working to improve their performance by creating systems to measure and help them understand their performance. These systems for monitoring and evaluation (M & E) are used to measure the quantity, quality, and targeting of the goods and services--the outputs--that the state provides and to measure the outcomes and impacts resulting from these outputs. These systems are also a vehicle to facilitate understanding of the causes of good and poor performance.

Impact Evaluation in Practice, Second Edition

In recent decades, resource-rich developing countries have been using their natural resources as collateral to access sources of finance for investment. This report provides an analytical discussion of RFI contracting from a project finance perspective.

World Bank

There are significant weaknesses in some of the traditional justifications for assuming that aid will foster development. This paper looks at what the cross-country aid effectiveness literature and World Bank Operations Evaluation Department reviews have suggested about effective aid, first in terms of promoting income growth, and then for promoting other goals. This review forms the basis for a discussion of recommendations to improve aid effectiveness and a discussion of effective aid allocation. Given the multiple potential objectives for aid, there is no one right answer. However, it appears that there are a number of reforms to aid practices and distribution that might help to deliver a more significant return to aid resources. We should provide aid where institutions are already strong, where they can be strengthened with the help of donor resources, or where they can be bypassed with limited damage to existing institutional capacity. The importance of institutions to aid outcomes, as well as the fungibility of aid flows, suggests that programmatic aid should be expanded in countries with strong institutions, while project aid should be supported based on its ability to transfer knowledge and test new practices and support global public good provision rather than (merely) as a tool of financial resource

transfer. The importance of institutions also suggests that we should be cautious in our expectations regarding the results of increased aid flows.

Evaluation in the Practice of Development

This engaging text takes an evenhanded approach to major theoretical paradigms in evaluation and builds a bridge from them to evaluation practice. Featuring helpful checklists, procedural steps, provocative questions that invite readers to explore their own theoretical assumptions, and practical exercises, the book provides concrete guidance for conducting large- and small-scale evaluations. Numerous sample studies—many with reflective commentary from the evaluators—reveal the process through which an evaluator incorporates a paradigm into an actual research project. The book shows how theory informs methodological choices (the specifics of planning, implementing, and using evaluations). It offers balanced coverage of quantitative, qualitative, and mixed methods approaches. Useful pedagogical features include: *Examples of large- and small-scale evaluations from multiple disciplines. *Beginning-of-chapter reflection questions that set the stage for the material covered. *"Extending your thinking" questions and practical activities that help readers apply particular theoretical paradigms in their own evaluation projects. *Relevant Web links, including pathways to more details about sampling, data collection, and analysis. *Boxes offering a closer look at key evaluation concepts and additional studies. *Checklists for readers to determine if they have followed recommended practice. *A companion website with resources for further learning.

How to Build M and E Systems to Support Better Government

In 2011 the World Bank—with funding from the Bill and Melinda Gates Foundation—launched the Global Findex database, the world's most comprehensive data set on how adults save, borrow, make payments, and manage risk. Drawing on survey data collected in collaboration with Gallup, Inc., the Global Findex database covers more than 140 economies around the world. The initial survey round was followed by a second one in 2014 and by a third in 2017. Compiled using nationally representative surveys of more than 150,000 adults age 15 and above in over 140 economies, The Global Findex Database 2017: Measuring Financial Inclusion and the Fintech Revolution includes updated indicators on access to and use of formal and informal financial services. It has additional data on the use of financial technology (or fintech), including the use of mobile phones and the Internet to conduct financial transactions. The data reveal opportunities to expand access to financial services among people who do not have an account—the unbanked—as well as to promote greater use of digital financial services among those who do have an account. The Global Findex database has become a mainstay of global efforts to promote financial inclusion. In addition to being widely cited by scholars and development practitioners, Global Findex data are used to track progress toward the World Bank goal of Universal Financial Access by 2020 and the United Nations Sustainable Development Goals. The database, the full text of the report, and the underlying country-level data for all figures—along with the questionnaire, the survey methodology, and other relevant materials—are available at www.worldbank.org/globalfindex.

Resource Financed Infrastructure

Outlines some of the work of the World Bank.

What is Effective Aid?

This manual explains the skills and steps for making a monitoring and evaluation system that functions well, organizing the people, processes and partnerships so that they collect and use good information that can be used by decision makers and other stakeholders.

Program Evaluation Theory and Practice

This study from the Independent Evaluation Group draws lessons for development and climate change mitigation from the World Bank Group's far-reaching portfolio of projects in energy, forestry, transport, coal power, and technology transfer. Reviewing what has worked, what hasn't, and why, the evaluation's key findings include: Energy efficiency can offer countries direct economic returns that dwarf those of most other development projects, while also reducing greenhouse gas emissions. Tropical forest protected areas, on average, significantly reduce tropical deforestation, preserving carbon and biodiversity. Deforestation rates are lower in areas that allowed sustainable use by local populations

than in strictly protected areas. Deforestation rates were lowest of all in indigenous forest areas. For renewable energy projects, long-duration loans have been important in making projects financially viable.. But at prevailing carbon prices, carbon offset sales had little impact on most renewable energy projects rate of returns, and did not address investors need for up-front capital. Technology transfer broadly understood to include diffusion of technical and financial innovations related to low-carbon development has worked well when the logic of piloting and demonstration is well thought out, and when grants are used to mitigate the risk of pioneering efforts.

The Global Findex Database 2017

This books presents general principles and methodologies of quantitative risk analysis; provides theory and practice of how to evaluate health, transport and education projects and describes how to assess the environmental impact of projects. It looks at how the tools of cost benefit analysis can be applied from the point of view of the private sector, public sector, bankers, and the country as a whole. It encourages analysts to answer a number of key questions that are likely to increase success rather than simply describing techniques. This book as aimed at all concerned with resource allocation and is presented in an accessible fashion. It is required reading at World bank Institute courses.

A Manager's Guide to Monitoring and Evaluating Urban Development Programs

There are five critical rules to keep in mind in development projects, to avoid implementation failure: If you do not know where you are going, ask the right questions; Keep your champions close, but your naysayers closer; Know that informal networks matter; Find and remove bottlenecks; Build the ship as it sails.

The Project Cycle

This handbook for practitioners in environmental and public health, environmental management, toxicology and ecotoxicology has been prepared by an international group of experts from both developing and developed countries and covers a wide range of topics in both environmental impact assessment and environmental health impact assessment.

Making Monitoring and Evaluation Systems Work

World Bank Technical Paper No. 312. Provides an introductory working tool for those who are interested in project finance operations in developing countries and the role of the World Bank in this area. This paper reviews the Bank's support to these operations and describes some of the underlying legal, structural, and policy issues that affect Bank involvement in this area. The study also outlines the support provided by the International Finance Corporation and the Multilateral Investment Guarantee Agency, affiliates within the World Bank Group.

Climate Change and the World Bank Group

This handbook for practitioners in environmental and public health, environmental management, toxicology and ecotoxicology has been prepared by an international group of experts from both developing and developed countries and covers a wide range of topics in both environmental impact assessment and environmental health impact assessment.

Economic Analysis of Investment Operations

State aid impact evaluation is new in Romania. Given its novelty, the ex post evaluation seeks to provide evidence on how effective state aid has been, on whether state aid distorted competition, and on the implications for state aid design and implementation. These aspects are fundamental to improving the efficiency of public spending and minimizing market distortions. The ex post evaluation focuses on three state aid schemes to assess whether and to what extent the aid objectives have been fulfilled, and it measures their spillover effects as well as the effects on competition outcomes. Selected based on the their importance in supporting key policy objectives, their design and complexity, and the instruments used, the three schemes include de minimis aid implemented by the Romanian Counter-Guarantee Fund and designed to incentivize access to finance for micro, small, and medium enterprises (MSMEs); state aid granted by the Ministry of Public Finance to support regional development and job creation; and state aid provided by the Ministry of European Funds to support the upgrade and modernization of research, development, and innovation. The analysis finds evidence that the state aid schemes

met their objectives without distorting competition significantly. The results for the de minimis scheme to incentivize access to finance for micro, small, and medium enterprises showed that the scheme increased employment and turnover of beneficiary firms and reduced the probability of aided firms closing. The state aid scheme to support regional development and job creation fulfilled its main objectives, with robust evidence of a positive direct effect on employment creation and, to some extent, on investment. Regarding the state aid scheme to support the upgrade and modernization of research, development, and innovation, the analysis found evidence that the scheme helped promote research and development efforts.

Fail-Safe Management

The leading text that covers both the theory and practice of evaluation in one engaging volume has now been revised and updated with additional evaluation approaches (such as mixed methods and principles-focused evaluation) and new methods (such as technologically based strategies). The book features examples of small- and large-scale evaluations from a range of fields, many with reflective commentary from the evaluators; helpful checklists; and carefully crafted learning activities. Major theoretical paradigms in evaluation--and the ways they inform methodological choices--are explained. Readers learn effective strategies for clarifying their own theoretical assumptions; working with stakeholders; developing questions; using quantitative, qualitative, and mixed methods designs; selecting data collection and sampling strategies; analyzing data; and communicating and utilizing findings. The new companion website provides extensive recommended online resources and tools, organized by chapter. New to This Edition *Additional evaluation approaches: collaborative evaluation, principles-focused evaluation, and desk reviews. *Coverage of new data collection technologies and methods of qualitative coding. *Expanded discussions of logic models, cost-benefit analysis, and mixed methods designs. *Many new and updated sample studies. Pedagogical Features *Reflection questions that prepare students to read each chapter. *"Extending Your Thinking" questions and practical activities. *Boxes delving into key concepts and example studies. *End-of-book Glossary, and highlighted key terms throughout. *Companion website with links to helpful resources on all aspects of evaluation.

Project Evaluation and the Depletion of Natural Capital

Environmental and Health Impact Assessment of Development Projects