

## **SIEF Final Report**

April 9, 2013

### **About the SIEF program**

The **Trust Fund for Impact Evaluation and Results-based Management in Human Development Sectors, or Spanish Impact Evaluation Fund (SIEF)**, was created by the World Bank and the Government of Spain to support the Impact Evaluation (IE) of innovative programs to improve Human Development (HD) outcomes. Its main goal is to improve the effectiveness of development policies by expanding the evidence base on the impact of programs affecting HD outcomes. The SIEF was established in 2007 with an initial support of the Government of Spain of \$15.3 million. The United Kingdom's Department for International Development (DFID) provided additional support totaling \$2,8 million.

The SIEF program is managed by the Bank's Human Development Network Office of the Chief Economist. SIEF resources support: (i) prospective, rigorous impact evaluations of programs in 11 eligible Human Development and Sustainable Development sectors and 72 eligible developing countries across all regions; (ii) intensive training programs for government counterparts, Bank staff, and staff of partner development agencies in impact evaluation methods; and (iii) publication and dissemination of evaluation results through articles, meta-studies, and other outreach events and efforts, including web-based materials.

In order to continue and expand the areas of work developed by the SIEF, a new multi donor Strategic Impact Evaluation Fund was established in March 2012, with an initial support of DFID of \$40 million for 2012-2018.

### **About this report**

The **SIEF Final report** summarizes the goals aimed, resources utilized, activities carried out, products delivered and key outcomes achieved by the SIEF since its creation in 2007 until its completion in October 2012. The report will be submitted to the governments of Spain and of the United Kingdom as agreed in the last SIEF Steering Committee meeting, held in Madrid on April 24, 2012.

### **Contact information**

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## ABBREVIATIONS

ALMP/YE = Active labor market programs / Youth employment

BNPP = Bank-Netherlands Partnership Program

CCT = Conditional cash transfers

CL = Cluster Leader

DFID = Department for International Development

DIME = Development Impact Evaluation Initiative

ECD = Early childhood development

E2P = Evidence To Policy notes

GRM = Grant Reporting Monitoring

HD = Human Development

HDN = Human Development Network

ICT = Information and Communication Technologies

IE = Impact evaluation

IEG = Independent Evaluation Group

IFC = International Finance Corporation

IZA = Institute for the Study of Labor

NONIE = Network of Networks of Impact Evaluation

OECD = Organisation for Economic Co-operation and Development

P4P = Paying for performance

SIEF = Spanish Impact Evaluation Fund

SIEF 2 = Strategic Impact Evaluation Fund

TTL = Task Team Leader

WB = The World Bank

WBG = The World Bank Group

3ie = International Initiative for Impact Evaluation

## ACKNOWLEDGEMENTS

This report has been produced by Carlos Asenjo (Consultant, HDNCE) with inputs from SIEF financial and monitoring records as well as from GRM completion reports produced by SIEF's Cluster and IE Task Team Leaders (Berk Ozler, Adam Ross, Adam Wagstaff, Anush Bezhanyan, Arianna Legovini, Barbara Bruns, Carlos E. Velez, Christel Vermeersch, Christophe Lemiere, Cristobal Ridao-Cano, Damien De Walque, Donald Bundy, Elizabeth Ninan, Emanuela Galasso, Harriet Nannyonjo, Harry A. Patrinos, Jed Friedman, Juan Martin Moreno, Luis Tineo, Marie-Laure Lajaunie, Markus P. Goldstein, Mattias Lundberg, Miguel Vargas-Ramirez, Nadine Poupart, Nathalie Lahire, Nazmul Chaudhury, Norbert Schady, Patrick Premand, Pedro Olinto, Priti Kumar, Rebekka Grun, Renos Vakis, Rinku Murgai, Robert Palacios, Sangeeta Raja Jobanputra, Sarbani Chakraborty, Shobhana Sosale, Sophie Naudeau, Stefanie Brodmann, Susan Wong, Theresa Jones, and Venkatesh Sundararaman). Substantial information and insights have also been incorporated from the following documents: SIEF Final Assessment (produced by Osvaldo Feinstein), SIEF Booklet (produced by Gillette Hall), IEG's report on the Relevance and Effectiveness of WBG Impact Evaluations (led by Javier Baez and Izlem Yenice), Tracer Study on SIEF-sponsored Impact Evaluation Workshops (by Carlos Asenjo), and Note on SIEF Dissemination Activities (by Paloma Acevedo). The author is also grateful to Aliza Marcus (Consultant, HDNCE) and Deborah Horan (Consultant, HDNCE) for their support updating the information on the policy impacts of SIEF impact evaluations, as well as to Laura Rawlings (SIEF Program Manager) and Adam Ross (Economist, HDNCE) for their overall guidance and supervision.

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## SIEF Final Report

### 1. THE SPANISH IMPACT EVALUATION FUND (SIEF)

The Trust Fund for Impact Evaluation and Results-based Management in Human Development Sectors – namely **Spanish Impact Evaluation Fund (SIEF)**– was established on **July 26, 2007** by an Administration Agreement<sup>1</sup> between **the Government of Spain** (Ministries of Foreign Affairs & International Cooperation and of Economy and Finances) and **the World Bank** (Human Development Network)<sup>2</sup>.

**At its inception, with an initial contribution of Spain in 2007 of €10.4 million<sup>3</sup> (approximately \$14.9 million), the SIEF was the largest trust fund ever established in the World Bank focused on evaluation.** Additionally, the Government of Spain funded two professionals through the Externally Funded Staffing Program to work on human development issues and some SIEF related activities.

**SIEF has successfully achieved its *main goal*: to expand the evidence base on what works to improve health, education and social protection outcomes, thereby informing development policy and improving the effectiveness of human development programs.** SIEF has produced 30 high-quality impact evaluations (twice the initial target), has trained more than 2,000 policymakers in impact evaluation methods and contributed to strengthening a culture of evaluation within the World Bank, donor agencies and partner countries. Figure 1 summarizes the “**theory of change**” underlying the SIEF program: by supporting the production, understanding and utilization of impact evaluations, SIEF aims to encourage policy makers and program managers’ taking better-informed decisions –thereby improving human development outcomes. For detailed information about the SIEF results framework see Annex 4.

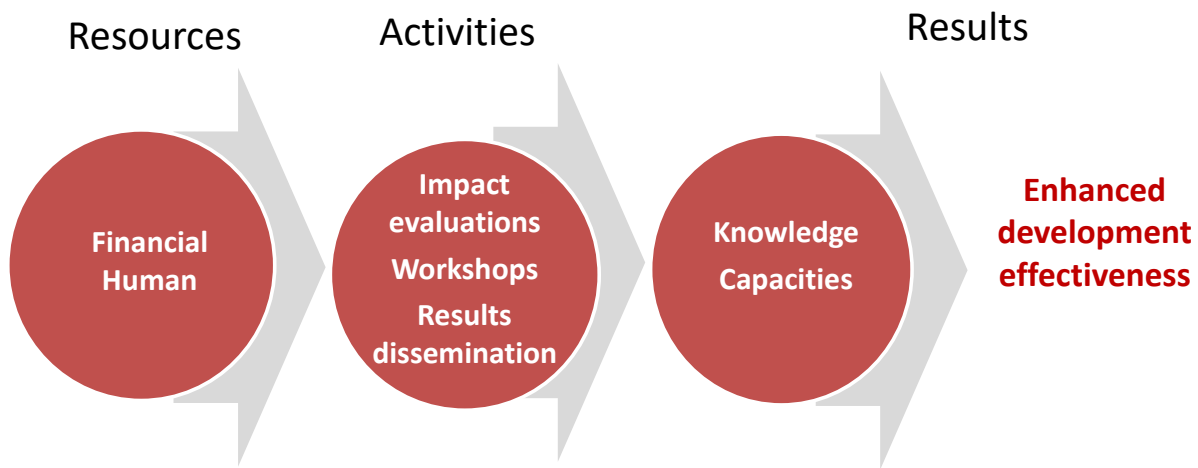
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<sup>1</sup> See Annex 1.

<sup>2</sup> In 2007 the Government of Spain had a budget surplus of approximately 2% of GDP and a commitment to increase the official development assistance budget to 0.5% of its Gross National Income in 2012. In addition, the Spain was keen in promoting results-based management and impact evaluation both in the development world and of its own aid portfolio, and it perceived the World Bank as a leader in this field. Spain was also interested in contributing to the generation of rigorous evidence on human development interventions as a global public good. At the World Bank there was an intensification of interest on impact evaluation by 2005, responding to the demands for credible evidence on the results of development interventions.

<sup>3</sup> The Administration Agreement established a deduction by the Bank of 5% of the total contribution as administrative cost recovery fee.

Figure 1. Theory of change underlying the SIEF program



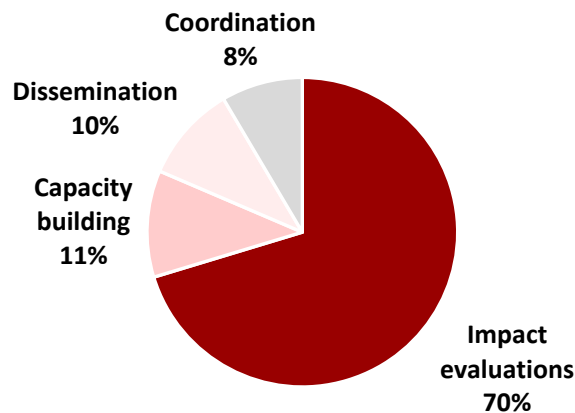
To achieve this goal, it was agreed that SIEF’s resources would support the following types of **activities**:

- **Prospective, rigorous impact evaluations** of programs in 11 eligible human development and sustainable development sectors and 72 eligible developing countries across all regions;
- **Intensive training programs in impact evaluation methods** for government counterparts, Bank staff, and staff of partner development agencies; and
- **Publication and dissemination of evaluation results** through articles, meta-studies, and other outreach events and efforts, including web-based materials.

**Resources**

To carry out the activities above, **SIEF utilized resources totaling \$18.1 million**. This includes the initial **\$14.9 million** contribution made by the **Government of Spain** and the investment income earned by the trust fund over time (\$1.2 million); as well as additional contributions made by **DFID** in 2008-2010 totaling **\$2.8 million**. Figure 2 describes the relative distribution of SIEF’s funds by the type of activities that were supported –for a detailed description of SIEF financials see Annex 13.

Figure 2. Activities supported by the Spanish Impact Evaluation Fund (SIEF) and resource allocation.



The SIEF was originally planned to be implemented between July 2007 and July 2010. In December 2009, once the results framework of the program (Annex 4) had been developed, **the SIEF Steering Committee agreed that the trust fund closing date would be extended until July 31, 2011 for impact evaluations and, later on, until June 30, 2012 for results dissemination and types of other activities** – See Annexes 2 and 3.

The SIEF program has been managed at the Bank’s **Human Development Network (HDN)** by a dedicated team of 3-4 professionals led by a part-time Program Manager under the supervision of HDN’s Chief Economist<sup>4</sup>.

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<sup>4</sup> The SIEF Administration Agreement established the following governance structure for the SIEF: (i) a Steering Committee (composed of representatives from the World Bank and the Government of Spain) providing strategic guidance and reviewing progress towards achieving program goals; (ii) a Technical Committee (composed by WB staff with technical expertise in human development and in impact evaluation from relevant World Bank departments and regions) reviewing project specific proposals submitted by Task Team Leaders (TTLs) and ensuring their quality and fit with the trust fund mandate; and the Program Manager –supported by the SIEF core team–, responsible for managing the trust fund and for making decisions on operational and day-to-day management issues. A key role was played as well in the SIEF by: (iv) impact evaluation TTLs –responsible for delivering impact evaluation research and dissemination products—; (v) Cluster Leaders –responsible for providing strategic guidance in key thematic areas and for coordinating cluster activities—; and (v) World Bank experts from other central units – notably the Development Economics Vice Presidency (DEC)– and the regions who participated in impact evaluation workshops as faculty staff. A chart in Annex 5 summarizes the governance and organization structure of the SIEF.

## Products

The SIEF has delivered a number of tangible **products and services**, including:

- **30 prospective, rigorous impact evaluations completed:**
  - Grouped primarily into **7 thematic clusters**, each centered on **key policy questions**: pay for performance reforms in health; conditional cash transfers; malaria control; active labor market / youth employment programs; basic education accountability reforms; HIV/AIDS prevention; and early childhood development.
  - In addition, 21 IE are currently in progress –most of which will be completed in 2013.
- **2,547 government staff and development practitioners trained in IE methods and practice through participation in:**
  - **18 impact evaluation regional workshops delivered** in: Egypt, Nicaragua, Spain, Philippines, Peru, Jordan, China, Bosnia, South Africa, Nepal, Brazil, Ghana, Tunisia, Thailand, Korea (2), Chile, and Ethiopia.
- One high-quality and accessible **training toolkit** on impact evaluation produced:
  - Including the "**Impact Evaluation in Practice**" handbook, presentations, and videos.

**Table 1. Key performance indicators.**

Indicator	End of Program (Oct 31, 2012)	Source(s)
<b>Impact evaluation research</b>	-	-
<b># Impact evaluation studies supported by the SIEF --of which:</b>	<b>51</b>	<b>(1)</b>
- Completed	30	(1)
- In progress	21	(1)
# Impact evaluation concept notes produced	41	(1)
# Impact evaluation baseline data collected	29	(1), (2)
# Impact evaluation follow-up data collected	36	(1), (2)
# Impact evaluation reports produced	24	(1), (2)
<b>% Completed IEs that informed program design or policy changes:</b>	<b>67%</b>	<b>(3)</b>
- % IEs that had an impact on program design <sup>1</sup>	47%	(3)
- % IEs that had an impact on program continuation/scaling-up <sup>2</sup>	47%	(3)
<b>Capacity building</b>	-	-
# Regional impact evaluation workshops delivered	18	(1)
# Government staff and development practitioners trained on IE	2,546	(1)
% Participants that have designed IEs since the workshop	56%	(4)
% Participants that have helped manage IEs since the workshop	71%	(4)
% Participants that have read IE studies since the workshop	93%	(4)
<b>Results dissemination and knowledge sharing</b>	-	-
# IEs disseminated through conferences, seminars, and other events	30	(1), (2)
# Articles published in peer-reviewed journals	9	(1), (2)
# Research papers published	18	(1), (2)
# Policy notes published	19	(1), (2)
# Synthesis studies (books) published	3	(1)
# IE instruments / datasets documented in the WB MicroData Catalogue	36	(1)

**Sources:** (1) Program monitoring; (2) GRM completion reports; (3) Survey to SIEF impact evaluation Task Team Leaders – conducted to inform the SIEF Final Assessment report, 2012; (4) Tracer study of SIEF-sponsored IE workshops, 2011.

**Notes:** <sup>1</sup> % of completed IEs supported by SIEF that informed design or operational changes of the program that was evaluated.

<sup>2</sup> % of completed IEs supported by SIEF that informed decisions regarding the continuation/scale-up/replication of the program.

- **Impact evaluation results published and disseminated** through:
  - 8 articles published in peer-reviewed journals;
  - 18 research papers published in the World Bank and academic institutions;



- 4 synthesis studies published –including 3 books;
- 19 policy notes;
- web-based materials;
- numerous events in conferences, seminars, and global *fora*.

## **Outcomes**

SIEF key achievements in terms of **outcomes** are:

- **Increased the effectiveness of 25 development programs:**
  - According to SIEF impact evaluation Task Team Leaders, **66% of the completed IEs supported by the SIEF have informed program design changes or policy decisions** like the continuation, scaling up or replication of the intervention that was evaluated<sup>5</sup>.
- **Built impact evaluation capacities in 37 developing countries.** SIEF has trained over 2,500 government staff and development practitioners. According to a tracer study conducted in 2011<sup>6</sup>, most of them have used their impact evaluation skills since they attended the workshop:
  - 56% have designed an impact evaluation;
  - 74% have helped manage impact evaluations;
  - 93% have read impact evaluation studies.
- **One key outcome achieved by the SIEF has been to support the consolidation of a culture of impact evaluation in the World Bank.** This was a key conclusion in the evaluation of the relevance and effectiveness of the World Bank’s impact evaluation program that the Independent Evaluation Group (IEG) conducted in 2012<sup>7</sup>. IEG’s report repeatedly stresses the contribution of the SIEF –acknowledging the leadership of the SIEF in setting high standards for the strategic selection and quality design of impact evaluations, as well as for building capacities, disseminating results, and consolidating impact evaluation communities of practice in the World Bank and in client countries –See Box A.
- Finally, the SIEF program established **partnerships with other donors**, in particular **the United Kingdom’ s Department for International Development (DFID)** –which eventually laid the foundation for a strong collaboration that gave rise to establishing in 2012 a **new multi-donor Strategic Impact Evaluation Fund (SIEF 2)** that will continue and expand the work program developed by the Spanish Impact Evaluation Fund (SIEF). The **Republic of Korea** has also collaborated closely with SIEF by supporting the delivery of impact evaluation workshops addressed to government staff and development practitioners from East Asian countries –this collaboration continues with SIEF 2.

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<sup>5</sup> In addition, 10 of the 21 ongoing impact evaluation studies (48%) have also informed policy or program design changes.

<sup>6</sup> [Tracer Study Report on “Turning Promises to Evidence” SIEF-Sponsored IE Workshops, 2011.](#)

<sup>7</sup> [Independent Evaluation Group \(2012\): World Bank Group Impact Evaluations: Relevance and Effectiveness, June.](#)

### Box A. The influence of the SIEF in the World Bank as assessed by the Independent Evaluation Group

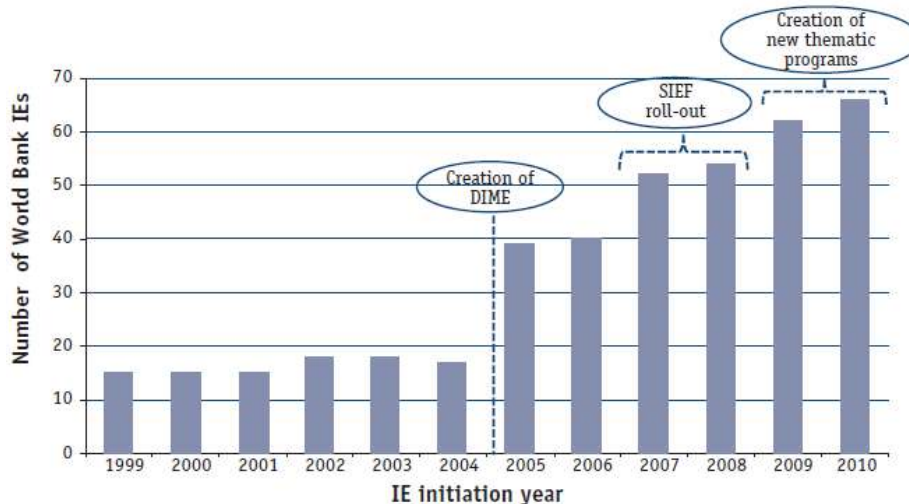
“**Strategic IE selection and coordination** has been improving over time at the World Bank, led by DIME and the Spanish Impact Evaluation Trust Fund (SIEF). Through SIEF, for example, a systematic approach to identifying and financing IEs has been rolled out, most widely in the Human Development Network (HDN)” –p. ix;

“Most World Bank IEs meet either medium or high **technical quality standards**, and about half of IFC IEs did. With some exceptions, notably SIEF-financed IEs, there are at present no formal and standardized mechanisms at the World Bank to ensure that all evaluations go through similar quality controls” – p. ix;

“At the World Bank, **the feedback loop between IE production and project operations and learning** is modest... even when IEs have been relevant and of good quality, they appear to have had limited use and influence for various reasons: poor timing, underdeveloped operational linkages, failure to engage project teams and decision makers, or lack of dissemination... There are signs of improvement, including, for example, dedicated SIEF support for results dissemination, concerted capacity building efforts, and closer collaboration with operations and clients in design and implementation of ongoing IEs” –p. x;

“At the World Bank, there is also an **increasing trend toward IEs adopting a randomized design**, consistent with the focus of initiatives like DIME and SIEF. For instance, more than 80 percent of IEs initiated in 2007–10 use randomization, compared with 57 percent in 2005–06 and a modest 19 percent in the years before (figure 1)” –p. xiii;

Figure 2. Total IEs at the World Bank and IEs Using Randomization by Initiation Year



“Overall, the direct contribution of World Bank IEs in **promoting evaluation capacity and culture** has been modest but is now increasing... However, IEs initiated in 2009–10 demonstrate significantly higher expectations about building staff/client capacity than IEs initiated earlier... In addition, the World Bank has also been undertaking systematic efforts to improve IE capacity (particularly SIEF and DIME), including formal training, guidance notes, and linkages with communities of practice” –p. xx.

Source: [Independent Evaluation Group \(2012\): World Bank Group Impact Evaluations: Relevance and Effectiveness, June.](#)

## 2. APPLIED IMPACT EVALUATIONS

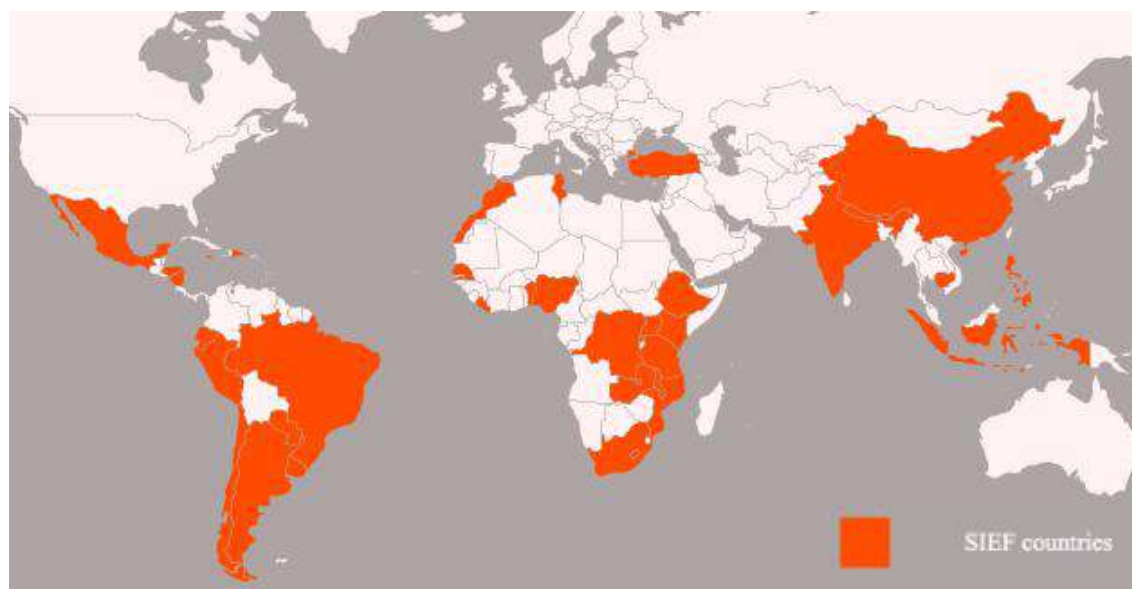
The SIEF has supported **51 impact evaluation studies**, centered in **seven thematic policy areas** affecting human development outcomes:

- Pay for performance reforms in health;
- Conditional cash transfers;
- Malaria control;
- Active labor market programs / youth employment;
- Basic education accountability reforms;
- HIV/AIDS prevention; and
- Early childhood development.

**A fundamental aspect of the SIEF impact evaluation program has been its focus on key thematic areas (clusters).** By concentrating its resources<sup>8</sup> and attention on certain themes, SIEF aims both to generate a body of knowledge on development effectiveness in core human development topics; and to strengthen communities of practice, building links between evidence and policy, and facilitating technical support and peer learning –See Box B.

From a geographic perspective, **the scope of SIEF is global** –which is consistent with the nature of its mandate and with the cluster approach. As shown in the map and table below, **SIEF has supported impact evaluations in 37 countries from all developing regions.**

**Figure 3. Impact evaluations supported in 37 developing countries.**



<sup>8</sup> The SIEF Steering Committee established in its 1<sup>st</sup> meeting three funding windows for SIEF’s supporting impact evaluations: (i) the “Quick Wins” window, aimed to support already designed or ongoing impact evaluations which had a funding gap; (ii) the “Innovation Fund” window, for impact evaluations testing promising, new innovative approaches with the potential of scaling up; and (iii) the “Cluster Fund” window, for impact evaluations within thematic clusters. SIEF resources were allocated as follows: \$1.5 million to 13 “Quick Wins” IE studies –of 23 proposals; \$2.6 “Innovation Fund” to 12 innovative impact evaluations –of 38 proposals; and \$5.9 million to 27 impact evaluations within clusters –of 163 proposals.

**Table 2. SIEF impact evaluation thematic clusters / countries**

Clusters / Thematic areas	Latin America and the Caribbean	East and Central Europe	Middle East and North Africa	Africa, South of Sahara	South Asia	East Asia and the Pacific	Total Cluster
<b>Paying for performance in health</b>	Argentina	-	-	Benin, Rwanda	India	China	<b>5</b>
<b>Conditional cash transfers</b>	Chile, Mexico	-	Morocco	Burkina Faso, Tanzania	-	Indonesia	<b>6</b>
<b>Malaria control</b>	-	-	-	Kenya, Nigeria, Senegal, Zambia	India	-	<b>5</b>
<b>Active labor market programs / Youth employment</b>	Dominican Rep.	Turkey	Tunisia	Kenya, Liberia, Malawi, S. Africa, Uganda	India	-	<b>9</b>
<b>Education accountability</b>	Mexico, Brazil	-	-	Liberia	India, Nepal	-	<b>5</b>
<b>HIV/AIDS prevention</b>	-	-	-	Kenya, Lesotho, Malawi, Tanzania	-	-	<b>4</b>
<b>Early childhood development</b>	Brazil, Chile, Jamaica, Nicaragua, Ecuador	-	-	Mozambique	-	Cambodia	<b>7</b>
<b>Water and sanitation</b>	Paraguay, Peru, Uruguay	-	-	Ethiopia, Kenya, Uganda	India	-	<b>7</b>
<b>Other impact evaluations</b>		-	-	Tanzania, S. Africa, Uganda		-	<b>3</b>
<b>Total Region</b>	<b>14</b>	<b>1</b>	<b>2</b>	<b>25</b>	<b>6</b>	<b>3</b>	<b>51</b>

The allocation of SIEF resources to impact evaluation teams was made in a **transparent** way, with explicit “rules of the game” for applicants and objective criteria to be applied by the SIEF Technical Committee in the selection of proposals. In addition, a peer review process was established in order to ensure the **quality** of the impact evaluation designs before accessing SIEF funding<sup>9</sup>.

It’s worth noting that **impact evaluation teams leveraged other sources of funds to achieve results**: “In some cases funding commitments of local counterparts (e.g., in the case of a CCT in Indonesia, in-country resources provided \$2.8 million of which SIEF contributed \$300,000); but also other funding

<sup>9</sup> For more information about the transparency in the allocation of SIEF resources and about the quality control mechanisms for impact evaluation teams’ accessing the funds, see the SIEF Final Assessment report.

sources were leveraged, such as the International Initiative for Impact Evaluation (3ie) in the case of the IE of Malaria, in Kenya”<sup>10</sup>.

Another important aspect of the implementation of the SIEF has been the **active management of resources**. The SIEF initially supported 48 IE studies, of which 11 were cancelled (23 percent). In total, \$1.3 million became available for reallocation from cancelled IE studies, and channeled towards 14 studies.<sup>11</sup> Only two of the 11 studies cancelled had disbursed SIEF funds (\$93,428 in total) that could not be reallocated to other SIEF activities. This amount equals 1% of SIEF’s impact evaluation research budget.<sup>12</sup>

By channeling funds that became available from cancelled evaluations towards other impact evaluation teams having funding gaps and towards results dissemination and capacity building activities, the SIEF minimized the risks for the overall achievement of the program goals associated to the long-run nature of impact evaluation studies and to their dependency of the timeline of the programs being evaluated.

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<sup>10</sup> SIEF Final Assessment report, 2012, p. 5.

<sup>11</sup> Total reallocated funds, including those from IE studies that were not cancelled, are \$2.2 million.

<sup>12</sup> The two canceled studies in which SIEF funds had already been disbursed include an innovative pay-for-performance scheme for the hospital sector in Turkey and the impact evaluation of a malaria control program in Senegal. For more information about the reasons for cancellation of SIEF impact evaluations and about SIEF reallocations, see Annexes 7 and 8.

### Box B. The cluster approach

Cluster evaluation is an evolutionary and collaborative approach to program evaluation that was developed at the W. K. Kellogg Foundation in the late 1980s. The cluster approach is useful to encourage information-sharing and networking, creating and strengthening partnerships, identifying priorities and focus areas, and mobilizing resources in support of them.

The thematic cluster approach is particularly suitable to a large impact evaluation program like the SIEF because it creates platforms upon which cross-country analysis can be conducted to build the base for synthesis studies, and because it offers opportunities for teams' benefiting from intra-cluster synergies in the design, implementation and dissemination of impact evaluations.

SIEF clusters have contributed both to generating a body of knowledge on development effectiveness in core human development thematic areas; and to strengthening communities of practice, building links between evidence and policy, and facilitating technical support and peer learning. SIEF's support has been critical for consolidating impact evaluation clusters in key human development thematic areas like conditional cash transfers programs or education accountability reforms –which had been established in the early 2000s with support of the Bank-Netherlands Partnership Program (BNPP). Also, the SIEF made possible establishing new impact evaluation clusters in important areas like early childhood development (ECD).

SIEF encouraged the development of impact evaluation communities of practice in strategic human development areas by:

- Organizing “2<sup>nd</sup> generation” (thematically oriented) impact evaluation workshops where participants could focus on sector-specific and implementation issues –particularly in the health sector (Cape Town 2009, and Tunis 2011);
- Allocating resources to Cluster Leaders (\$185,000 to each) so that they could carry out cluster coordination and dissemination activities –like cluster-level conferences (CCT, ALMP/YE, Malaria Control) and synthesis studies (CCT, Education Accountability, and Early Childhood Development).

SIEF clusters focused on seven thematic areas: pay for performance reforms in health; conditional cash transfers; malaria control; active labor market / youth employment programs; basic education accountability reforms; HIV/AIDS prevention; and early childhood development. In addition, the SIEF supported seven impact evaluations on water and sanitation programs affecting human development outcomes through the “Innovation Fund” window.

Four of the eight thematic areas supported by the SIEF have continued and been expanded under the new multi donor Strategic Impact Evaluation Fund program: early childhood nutrition, health and development; basic education service delivery; health systems and service delivery; and water supply, sanitation, and hygiene for sustainable human development.

### ***Research products delivered by the SIEF***

At the closure of the program, **30 impact evaluation studies have been completed** by the SIEF, double the number of evaluations originally anticipated.<sup>13</sup> In addition, 21 impact evaluations are currently in progress –most of which will be finalized in 2013. In total, the following research products have been delivered by SIEF-sponsored impact evaluation teams:

- **41 impact evaluation concept notes** produced and peer-reviewed;
- **29 baseline datasets** collected;
- **36 follow-up datasets** collected;
- **24 impact evaluation reports** produced.

### ***Policy impact of SIEF impact evaluations***

As the three case studies summarized in Box C and Tables 3 and 4 illustrate, SIEF evaluations have led to policy impact in three main ways:

- By informing decisions about the continuation, scaling-up or replication of small, pilot programs that deliver results –having positive effects on the lives of millions;
- By informing design or implementation changes in existing programs to maximize results for beneficiaries, and increase cost-effectiveness;
- By putting untested ideas through their paces, encouraging innovation and saving public resources from being spent before results are known.

Annex 6 contains detailed information about the impact evaluation research and results dissemination products delivered achieved by each of the impact evaluation teams supported by the SIEF, as well as the impact of each evaluation --in terms of its informing decisions about changing the design of the program or about its continuation, scaling-up or replication.

### **Table 3. Policy impact of impact evaluations supported by the SIEF**

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<sup>13</sup> The original target for the program, established at the SIEF Administration Agreement, was 15 impact evaluation studies completed in a period of 3 years (See Annex 1).

Clusters / Thematic areas	Program design	Program design AND continuation /scaling-up	Program continuation / scaling-up
Paying for performance in health	-	Argentina, Rwanda	-
Conditional cash transfers	Ecuador, Burkina Faso	Morocco, Chile, Indonesia, Tanzania, Mexico	-
Malaria control	Nigeria	Zambia	-
Active labor market programs / Youth employment	Dominican Rep, Uganda	Liberia, Malawi, Tunisia	-
Education accountability	-	Brazil, Mexico	Liberia
HIV/AIDS prevention	-	Malawi	-
Early childhood development	-	Brazil	Mozambique
Water and sanitation	-	-	
Other impact evaluations	-	Tanzania, S. Africa	Uganda
<b>Total</b>	<b>5</b>	<b>17</b>	<b>3</b>



## **Box C. The impact of SIEF impact evaluations: three case studies**

### **Case 1: Scaling up a small, pilot preschool program in Mozambique**

SIEF financed and conducted an impact evaluation of a small Save the Children preschool program in Mozambique. SIEF chose to support this evaluation because of the critical knowledge gap it fills. While research clearly shows the importance of early child development (ECD) interventions in raising life chances of moving out of poverty, most interventions known to work are too costly to be affordable on a large-scale in the world's poorest countries. While similar small preschool programs are scattered across rural Africa, no robust impact evaluation of these programs had been conducted to determine whether they actually present a viable alternative to traditional, more costly models of ECD programs.

The Bank's evaluation results demonstrated to Save the Children and the Government of Mozambique that small investments in children can deliver tremendous rewards. Children in the program are 24 percent more likely to enroll in school, and are better prepared to benefit from that schooling, with more advanced cognitive, fine motor and socio-emotional skills. The program also has important family spillover effects; siblings are more likely to enroll in school, and parents more likely to become income-earners.

After seeing the evaluation results, the Government presented an official request to the World Bank for help in developing a national Early Childhood Education project - a first for Mozambique. At the same time, the Ministry of Education is expanding the preschool program from 30 to 600 communities. And there will likely be ripple effects far beyond Mozambique, as the program is viewed as model for low-income countries around the world.

### **Case 2: Improving the supply chain for life-saving medicines in Zambia**

In Zambia, shortages of anti-malaria medication and other basic lifesaving drugs are frequent, leaving children and adults at greater risk of sickness and death. The government of Zambia correctly diagnosed the problem as centered not on the availability of these lifesaving drugs in the country overall, but on bottlenecks in the distribution system.

What policy change would work best to reduce the prevailing medical supply bottlenecks? To help the Government of Zambia solve this problem, and as part of the Malaria Impact Evaluation Initiative, HDN sponsored an evaluation testing two distinct supply models. Model A strengthened the role of district stores in coordinating between local clinics and the central medical store. Model B, on the other hand, minimized the district role, allowing local clinics to submit orders directly to the central medical store.

Results showed only moderate improvement under Model A. But Model B – giving local facilities control over ordering medical supplies – resulted in a dramatic reduction in the number of days that essential drugs were unavailable. At the end of the evaluation period, malaria treatment for adults were out of stock in just 6 percent of facilities operating under Model B, compared with a previous rate of 48 percent. Researchers estimated that if Model B were implemented nationwide, malaria-related deaths

### **Box C. The impact of SIEF impact evaluations: three case studies (cont.)**

could drop by more than 20 percent, and households would save more than \$1.6 million annually in income otherwise due to disease or death of wage-earners.

Model B was so successful that it has been extended to all districts that took part in the evaluation, and the Government of Zambia is seeking funding to allow a national scale-up.

#### **Case 3: Testing an innovative approach to youth unemployment in Uganda**

Unemployment, especially among youth, is a widespread problem in many poor countries. In addition to individual impoverishment, it can often lead to wider social problems such as gang violence and crime. Youth unemployment is also a particularly intractable policy problem. Programs to raise employment, often called “active labor market programs,” are challenging to put in place successfully. (why?) Finding what works rests on testing different approaches, something that can be costly and thus difficult to gain support for because of public finance constraints.

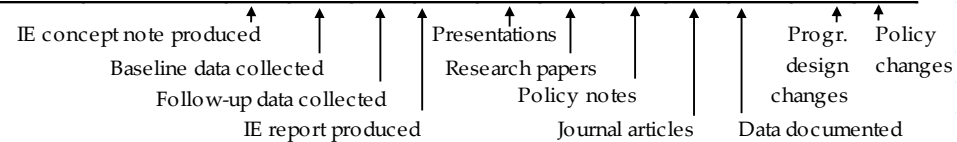
In Uganda, SIEF joined with Innovations for Poverty Action and the Government of Uganda to test whether unconditional, unsupervised cash transfers to unemployed youth could meet the dual objectives of raising youth incomes and reducing conflict. On the surface, plan seemed risky: common sense would suggest that giving a group of people cash worth several times their annual earnings with little supervision is not a way to encourage good use of money. The evaluation yielded surprisingly positive results, showing that unconditional and largely unsupervised cash transfers can work. Fears that money would be mismanaged were unfounded. Overall, young adults who received the unsupervised grants stuck to their stated plans, using the majority of funds on training and business supplies.

The economic impacts of the program were significant. Hours working outside the home went up by 25 percent for men and 50 percent for women, with real income gains averaging 35 percent per year. The program had a measurably important social impact, too, with interpersonal male aggression declining by 50 percent.

**Source:** SIEF brochure –Evidence, Action, Results: Making Development Work for the Poor, by Gillette Hall, 2012.

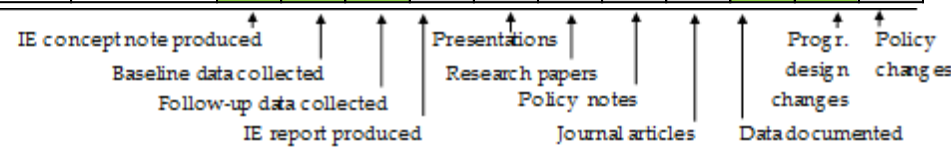
**Table 4. Products delivered and outcomes achieved by impact evaluation teams supported by the SIEF, October 31, 2012**

Impact evaluation studies	Country	Cluster / Task Team Leaders	Disbursed by SIEF (USD)	IE research products				Dissemination products				Outcomes		
				IE CN	BL Dat	FU Dat	IE Rep	IE Prs	WP Pub	PN Pub	Art Pub	Dat Doc	Prg Chg	Pol Chg
Tanzania's Social Action Funds (TASAF II)	Tanzania	Ozler	169,907	√	√	√	-	-	√	-	...	√	√	√
Human Development Voucher	Ecuador	Schady	137,091	√	√	√	-	-	-	-	√	×	√	...
Long Term Follow-Up of ECD Program	Jamaica	Vermeersch	57,065	√	√	√	√	√	-	-	√	×	-	-
Early Childhood Development (ECD)	Brazil	Olinto	119,599	√	√	√	√	√	-	-	-	√	√	√
Early Childhood Development (ECD)	Mexico	S. Martinez	0	√	√	×	-	-	-	-	-	-	-	-
Extra Teacher Provision (ETP)	Kenya	Bruns	0	×	-	-	-	-	-	-	-	-	-	-
Information and SBM Reforms in Basic Education	Benin	Bruns	0	×	-	-	-	-	-	-	-	-	-	-
Rural Water & Sanitation - Maharashtra & Orissa	India	Kumar	125,000	√	√	√	√	-	-	-	-	√	...	...
<b>2. Innovation Fund IE Studies</b>	-	-	<b>2,009,223</b>	-	-	-	-	-	-	-	-	-	-	-
TIVET Vouchers IE Project	Kenya	Sosale	262,000	√	√	√	√	-	-	-	-	-	...	...
Citizen Report Card Project (Phase II)	Uganda	De Walque	151,003	√	√	√	-	-	-	-	√	√	-	√
Poverty Targeting & Accountability Mechanisms	Philippines	Gine	0	×	-	-	-	-	-	-	-	-	-	-
Ex-Combatant Reintegration and Peacebuilding	Liberia	Lundberg	307,276	√	√	√	-	-	-	√	-	√	√	√
Effects of Home Based HIV Counseling and Testing	Kenya	Goldstein	53,545	√	√	√	√	-	-	-	-	-	...	...
Informal Settlement Upgrading and Health	S. Africa	Legovini	258,827	√	√	√	√	√	-	√	-	√	√	√
Domestic Use of Irrigation Water	Ethiopia	Legovini	145,974	√	√	...	-	-	-	-	-	√	-	-
GPOBA/SIEF Uganda Water IE	Uganda	Tineo	120,306	√	√	√	√	-	-	-	-	-	...	...
Innovative Treatment for Rural Drinking Water	Kenya	Legovini	199,671	√	√	√	...	√	-	-	-	-	...	...
Water Wells and Drainage in Urban Slums	Nigeria	Olinto	0	×	-	-	-	-	-	-	-	-	-	-
Access to Water and HD Outcomes in Rural Areas	Paraguay	Vargas	171,279	√	√	...	-	-	-	-	-	√	-	-
Sewerage Access & Health Outcomes in Urban Areas	Uruguay	Velez	147,135	√	√	...	-	-	-	-	-	√	-	-
Water Rights Formalization and HD Outcomes	Peru	Lajaunie	192,207	√	√	...	-	-	-	-	-	√	-	-



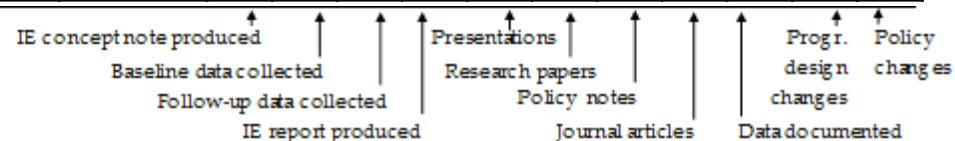
**Table 4. Products delivered and outcomes achieved by impact evaluation teams supported by the SIEF, October 31, 2012 (cont.)**

Impact evaluation studies	Country	Cluster / Task Team Leaders	Disbursed by SIEF (USD)	IE research products				Dissemination products					Outcomes		
				IE CN	BL Dat	FU Dat	IE Rep	IE Prs	WP Pub	PN Pub	Art Pub	Dat Doc	Prg Chg	Pol Chg	
<b>3. Cluster IE Studies</b>	-	-	<b>6,928,894</b>	-	-	-	-	-	-	-	-	-	-	-	-
3.1 - Pay for Performance Reforms in Health (P4P)	Wagstaff, Martinez, Ross, Sch..		1,250,539	-	-	-	-	-	-	-	-	-	-	-	-
Child-Mother Provincial Investment Project	Argentina	Ross	339,812	√	√	...	√	√	-	-	-	√	√	√	
Performance-Based Contracting - Health & HIV Serv.	Rwanda	Vermeersch	197,383	√	√	√	-	√√	√	√	√	-	√	√	
Paying for Performance in China's Health Sector	China	Wagstaff	272,854	√	√	...	-	-	-	-	-	-	-	-	
Pay For Performance in the Health Sector in Turkey	Turkey	Chakraborty	50,476	×	-	-	-	-	-	-	-	-	-	-	
Pov. Reduction Support Credits & Maternal Health	Benin	Lemiere	296,000	√	√	...	-	-	-	-	-	√	-	-	
Innovative Health Insurance for India's Poor	India	Palacios	94,013	√	√	√	√	√	-	-	-	√	...	...	
3.2 - Conditional Cash Transfers (CCTs)	Leite, Galasso, Grosh, Schady		895,086	-	-	-	-	-	-	-	-	-	-	-	
Conditional & Unconditional Cash Transfers, Nahouri	Burkina F.	De Walque	224,475	√	√	√	-	√√	√√	√	√	√	√	-	
CCT program in Rural Education in Morocco	Morocco	Poupart	347,806	√	√	√	-	√	-	-	-	√	√	√	
Estimating the Dynamic Effects of Supportive Chile	Chile	Galasso	61,094	√	√	√	√	√√	-	√	-	√	√	√	
Evaluating and Improving the Indonesian CCT	Indonesia	Wong	0	√	√	√	√√	√√	-	-	-	-	√	√	
Community Based CCT Pilot Program	Tanzania	Bezhanyan	160,000	√	√	√	√	√√	-	-	-	√	√	√	
Contigo Vamos por Mas Oportunidades, Guanajuato	Mexico	T. Jones	101,710	√	√	√	-	√√	-	-	√	-	√	√	
1.3.3 - Malaria Control	Friedman, Legovini		762,790	-	-	-	-	-	-	-	-	-	-	-	
The Role of Malaria Control in Improving Education	Kenya	Bundy	100,222	√	√	√	-	√√	-	-	√√	√	...	...	
The Role of Malaria Control in Improving Education	Senegal	Bundy	42,952	√	√	×	-	-	-	-	-	-	-	-	
Evidence-Based Program Design & Malaria Outcomes	Zambia	Friedman	193,311	√	√	√	√	√√	-	√	-	√	√	√	
Evidence-Based Program Design & Malaria Outcomes	Congo, DR	Friedman	0	×	-	-	-	-	-	-	-	-	-	-	
Evidence-Based Program Design & Malaria Outcomes	India	Friedman	242,369	√	√	√	...	√√	-	-	-	√	...	...	
Community Distributors & Patent Medicine Vendors	Nigeria	Legovini	183,936	√	√	√	-	-	-	-	-	√	√	-	



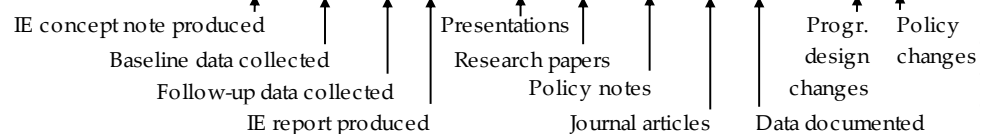
**Table 4. Products delivered and outcomes achieved by impact evaluation teams supported by the SIEF, October 31, 2012 (cont.)**

Impact evaluation studies	Country	Cluster / Task Team Leaders	Disbursed by SIEF (USD)	IE research products				Dissemination products					Outcomes		
				IE CN	BL Dat	FU Dat	IE Rep	IE Prs	WP Pub	PN Pub	Art Pub	Dat Doc	Prg Chg	Pol Chg	
3.4 - Active Labor Market Programs & Youth Empl. (ALMP/YE)		Almeida, Lundberg		1,276,350	-	-	-	-	-	-	-	-	-	-	-
National Rural Employment Guarantee (NREG)	India	Murgai	254,327	✓	✓	✓	-	✓	✓	-	-	✓	...	...	
Youth Development Program	Dom. Rep.	Moreno	223,622	✓	✓	✓	...	✓	✓	-	-	-	✓	...	
My First Job (Mi Primer Empleo)	Honduras	Tesliuc	0	✗	-	-	-	-	-	-	-	-	-	-	
NUSAF Youth Opportunities Program	Uganda	Premand	349,860	✓	✓	✓	✓	✓✓	✓	✓✓	-	✓	✓	-	
Jamaica Steps-To-Work	Jamaica	Tesliuc	0	✗	-	-	-	-	-	-	-	-	-	-	
TVST OVAY Impact Evaluation	Malawi	Jobanputra	239,531	✓	✓	✓	...	✓	-	-	-	✓	✓	✓	
Economic Empowerment of Adolescent Girls (EPAG)	Liberia	Lundberg	0	✗	-	-	-	-	-	-	-	-	-	-	
Turning Theses into Enterprises	Tunisia	Brodmann	54,727	✓	✓	✓	✓	✓✓	-	✓	-	...	✓	✓	
Effectiveness of National Empl. Agency Trainings	Turkey	Ridao-Cano	117,785	✓	✓	✓	✓	✓✓	-	-	-	✗	...	...	
A Youth Wage Subsidy Experiment	S. Africa	Ninan	36,498	✓	✓	✓	✓	✓	✗	-	-	-	...	...	
3.5 - Basic Education Accountability		Patrinos, Filmer, Bruns		1,022,601	-	-	-	-	-	-	-	-	-	-	
Performance Pay for Teachers, Pernambuco & S. Paulo	Brazil	Bruns	295,873	✓	✓	✓	...	✓✓	-	-	-	✓	✓	✓	
Nepal Community Managed School	Nepal	Chaudhury	149,931	✓	✓	✓	✓	✓✓	-	-	-	...	...	-	
Support to School Mgmt Parental Empowerment	Mexico	Patrinos	292,606	✓	✓	✓	✓	✓	✓	-	-	✓	✓	✓	
Role of Assessment to Provide Info. for Accountability	Liberia	Lahire	185,805	✓	✓	✓	✓	-	-	-	-	✓	-	✓	
Andhra Pradesh Primary Education	India	Sundarar...	98,386	✓	✓	✓	-	✓✓	✓	✓	✓	...	...	...	
3.6 - HIV/AIDS Prevention		Wilson, De Walque		981,561	-	-	-	-	-	-	-	-	-	-	
Evaluating CCT to Prevent HIV and Other STIs	Tanzania	De Walque	371,131	✓	✓	✓	-	✓✓	✓✓	-	-	✓	-	-	
HIV Prevention Campaign for the Youth	Lesotho	De Walque	264,680	✓	✓	✓	-	-	✓	-	-	✓	-	-	
CCT, Schooling, and HIV Risk	Malawi	Ozler	345,751	✓	✓	✓	✓	✓✓	✓✓	-	-	✓	✓	✓	



**Table 4. Products delivered and outcomes achieved by impact evaluation teams supported by the SIEF, October 31, 2012 (cont.)**

Impact evaluation studies	Country	Cluster / Task Team Leaders	Disbursed by SIEF (USD)	IE research products				Dissemination products					Outcomes	
				IE CN	BL Dat	FU Dat	IE Rep	IE Prs	WP Pub	PN Pub	Art Pub	Dat Doc	Prg Chg	Pol Chg
3.7 - Early Childhood Development (ECD)	Galasso, Alderman		739,966	-	-	-	-	-	-	-	-	-	-	-
FTI - Impact & Cost-Benefit of 3 ECD interventions	Cambodia	Naudeau	200,948	√	√	...	-	-	-	-	-	√	-	-
Improving Parenting Skills (Nadie es Perfecto)	Chile	Galasso	223,309	√	√	...	-	-	-	-	-	√	-	-
IE of ECD in Mozambique	Mozambique	Naudeau	141,743	√	√	√	√	-	-	√	-	√	-	√
Atencion a Crisis ECD & CCT Pilots	Nicaragua	Vakis	173,966	√	√	√	...	-	-	-	-	√	-	-
Jamaica Evaluation of Parenting Program	Jamaica	Hobbs	0	√	√	√	√	√√	-	-	-	√	...	...
<b>Total Impact Evaluation Studies (IEs)</b>	-	-	<b>9,817,968</b>	<b>41</b>	<b>29</b>	<b>36</b>	<b>24</b>	<b>30</b>	<b>18</b>	<b>19</b>	<b>9</b>	<b>35</b>	<b>22</b>	<b>20</b>



**Abbreviations:**

- IECN = Impact evaluation concept note produced
- BL Dat = Baseline data collected
- FU Dat = Follow up data collected
- IE Rep = Impact evaluation report produced
- WP Pub = Research paper published
- PN Pub = Policy note published
- Art Pub = Article published in peer-reviewed journal
- Dat Doc = Data documented
- Imp on Prg = Impact on program design
- Imp on Pol = Policy impact on program continuation, scaling-up or replication

**Legend:**

√ = Delivered / Achieved:

× = Cancelled/Not delivered

... = In progress / Too early to assess

- = Not applicable

√	By SIEF
√	Out of SIEF
√√	Multiple units

### 3. IMPACT EVALUATION CAPACITY BUILDING

One of the strategic goals of the SIEF program has been to build impact evaluation capacities in client countries and development agencies by delivering high-quality training in impact evaluation. The SIEF spent in capacity building activities **\$1.9 million** in 2007-2012 (12% of its total budget).

The key means by which the SIEF has promoted training and capacity building in impact evaluation has been the **“Turning Promises to Evidence” impact evaluation training program**, a set of one-week regional courses focusing on the design, implementation and management of impact evaluations, tailored to project teams of government staff and development practitioners in client countries<sup>14</sup>.

#### **Products**

The SIEF has delivered the following **impact evaluation capacity building products and services**:

- **2,547 government staff and development practitioners trained on IE methods and practice:**
  - **18 impact evaluation regional workshops delivered** in: Egypt, Nicaragua, Spain, Philippines, Peru, Jordan, China, Bosnia, South Africa, Nepal, Brazil, Ghana, Tunisia, Thailand, Korea (2), Chile, and Ethiopia.
- One high-quality and accessible **impact evaluation training toolkit** produced:
  - Including the **"Impact Evaluation in Practice" handbook**, presentations, and videos.
- Numerous clinics, meetings, and video-conferences for providing **technical assistance to impact evaluation teams**.

#### **Outcomes**

The SIEF team has assessed the performance of the “Turning Promises to Evidence” impact evaluation workshops from three different angles:

- At the end of each workshop, evaluation forms were completed by participants in order to get their feedback about the quality and usefulness of the training for their daily work.
  - **The impact evaluation workshops received very high quality and useful ratings from participants**, as shown in Table 5;
- Since 2011, participants have responded a set of questions about key IE concepts before and at the end of each workshop, in order to get a sense of their learning during the training<sup>15</sup>.
  - **In the three workshops analyzed, the average increase in participants’ scores was 16%** –from 43% responses correct before the training to 59% at the end of the workshop<sup>16</sup>.

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<sup>14</sup> The IE workshop delivered in Madrid (June 23-28) was targeted to government staff and development practitioners of Spain. In addition, 6% of workshop participants were World Bank staff and staff of other partner development agencies.

<sup>15</sup> The pre-post assessment has been applied to participants in the Seoul (August 28 - September 2, 2011), Dacca (October 9-13, 2011), and Addis-Abeba (May 21-25, 2012) impact evaluation workshops. Having a distinct time scope and format, the assessment was not applied to the participants in the workshop delivered in Santiago de Chile (January 16-27, 2012).

<sup>16</sup> See Annex 9.

- A [tracer study of workshop participants](#) was carried out in 2011 in order to measure their engagement with impact evaluation work, their skills in IE, and their overall perception of impact evaluation and results-based management since the workshop.
  - **The results from the tracer study suggest that that SIEF impact evaluation workshops program has been effective in building IE capacities in client countries, and in promoting communities of practice among impact evaluation and human development practitioners and experts** –For more information about the findings and recommendations of the tracer study report, see Boxes E and I.

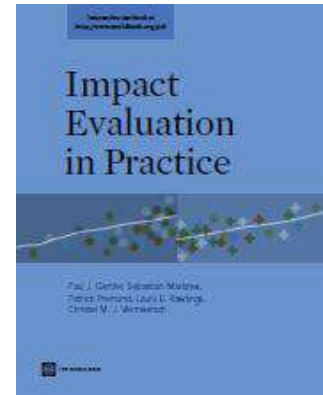
**Table 5. SIEF impact evaluation regional workshops: main figures**

Location	Date	Countries Attending	Participants	Project Teams	How would you rate the overall quality of the activity? <sup>1</sup>	How would you rate the overall usefulness of the activity? <sub>1</sub>
Cairo, Egypt	January 13-17, 2008	12	160	17	4.07	4.14
Managua, Nicaragua	March 3-7, 2008	11	104	15	4.83	4.84
Madrid, Spain	June 23-27, 2008	1	196	9	3.94	3.51
Manila, Philippines	December 1-5, 2008	6	137	16	-	-
Lima, Peru	January 26-30, 2009	9	182	18	4.43	4.54
Amman, Jordan	March 8-12, 2009	9	206	17	3.93	3.88
Beijing, China	July 20-24, 2009	1	212	12	4.38	4.10
Sarajevo, Bosnia	September 21-25, 2009	17	115	12	4.37	4.35
Cape Town, South Africa	December 7-11, 2009	10	108	11	4.29	4.16
Kathmandu, Nepal	February 22-26, 2010	7	118	15	4.33	4.22
Rio de Janeiro, Brazil	April 26-30, 2010	3	224	22	4.37	4.38
Accra, Ghana	May 24-28, 2010	17	143	19	4.37	4.38
Tunis, Tunisia	October 18-22, 2010	10	80	10	4.63	4.50
Seoul, Rep. of Korea	December 6-10, 2010	10	134	12	4.37	4.42
Seoul, Rep. of Korea	Aug. 29 - Sep. 2, 2011	6	60	13	4.71	4.49
Dacca, Bangladesh	October 9-13, 2011	6	127	16	3.90	4.06
Santiago de Chile, Chile	January 16-27, 2012	9	100	17	-	-
Addis-Abeba, Ethiopia	May 21-25, 2012	17	140	20	-	-
<b>Total</b>	<b>18</b>	<b>-</b>	<b>2,546</b>	<b>271</b>	<b>4.33</b>	<b>4.26</b>



### Box D. “Impact Evaluation in Practice”: a handbook for practitioners

The **Impact Evaluation in Practice handbook** (by Paul Gertler, Sebastian Martinez, Patrick Premand, Laura Rawlings and Christel Vermeersch) was published in December 2010. The book, one of the tangible products of the SIEF, offers an accessible introduction to impact evaluation and its practice in development. While the book is geared principally towards development practitioners and policymakers designing impact evaluations, it is also a valuable resource for students and others interested in these methods. Prospective impact evaluations should be used selectively to assess whether or not a program has achieved its intended results, or to test alternatives for achieving them.



The three parts of the handbook provide a **non-technical introduction to impact evaluations**, including “Why Evaluate” in Part 1, “How to Evaluate” in Part 2 and “How to Implement Impact Evaluations” in Part 3. These elements are the basic ‘tools’ needed in order to successfully carry out an impact evaluation.

The book builds on the core set of teaching materials developed for the **SIEF-sponsored training workshops on “Turning Promises to Evidence”** organized by the Human Development Network in partnership with regional units and the Development Economics Research Group at the World Bank. The book website ([www.worldbank.org/ieinpractice](http://www.worldbank.org/ieinpractice)) constitutes an interactive platform where the book can be downloaded for free (in English, Spanish, and French), and where book chapters are linked to the latest teaching material. The book website also contains a series of training videos and complementary material. More than 1,000 downloads of the handbook have been registered since it was posted in January 2010.

The Impact Evaluation in Practice handbook has been reviewed very positively in the American Economic Association’s **Journal of Economic Literature** (September 2011):

*“Having taught program evaluation courses for both master’s students and in executive education programs for policy practitioners, I can fully appreciate how this book can be a useful teaching tool.... I often assign academic papers as reference materials for the different methods. However, the papers are often difficult to understand without formal training in econometrics and micro theory and, therefore, reinforce the notion that the methods are difficult to learn. In contrast, Impact Evaluation in Practice provides clear description of pretty complex topics in an easy to understand format... In sum, there is a growing demand for high quality evaluation of social programs, particularly within the development community. However, despite this high demand, there often is a lack of simple, training materials to impart knowledge on how to conduct an evaluation. Impact Evaluation in Practice adeptly fills the gap”.*

Rema Hanna, John F. Kennedy School of Government, Harvard University

## Box E. Tracer study of the SIEF-sponsored impact evaluation training program

### The study

In 2011 the SIEF conducted a [tracer study of the SIEF-sponsored impact evaluation workshops](#). The study focused on a 450 stratified random sample of the 2,300 people who participated in one of the 15 regional impact evaluation workshops held in 2007-2010 and measured their engagement with impact evaluation work, their skills in impact evaluation, and their overall perception of impact evaluation and results-based management since the workshop. 40% of sampled participants responded to the survey.

### Main findings

The results of the tracer study suggest that the “Turning Promises to Evidence” training program has been effective in building impact evaluation capacities in client countries, and in promoting communities of practice among impact evaluation and human development practitioners and experts. More specifically, the results of the survey suggest that:

- Former workshop participants are applying the skills they learned by designing, implementing and using impact evaluations for their work. The majority of respondents state that, since the workshop, they have designed impact evaluations (56%), helped manage impact evaluation studies (71%), and built results chains (74%). The vast majority of participants (93%) report to have read impact evaluations.
- Since the workshop, a significant number of participants have continued involved with the impact evaluation study that they contributed to designing during the group sessions;
- The workshops have contributed to consolidating communities of practice in client countries on impact evaluation in key human development thematic areas;
- Participants strongly support applying impact evaluation techniques and results-based management in their organizations.

The overall conclusion of this study is that the “Turning Promises to Evidence” workshops have proved to be useful in building impact evaluation capacities of government officials, development practitioners and evaluation experts in client countries. The results of the study are consistent with the high quality and useful ratings given by participants at the end of each workshop (4.3 on average in a scale 1 to 5, as shown in Table 5).

#### 4. RESULTS DISSEMINATION AND PROGRAM OUTREACH

The SIEF supported results dissemination and program outreach activities with **\$2 million** in 2007-2012 (13% of its total budget) at the cluster (\$1.4 million) and program (\$0.6 million) levels. The goals and types of activities for this pillar of the program were specified in the SIEF results dissemination and knowledge sharing plan (see Annex 10)<sup>17</sup>:

- Disseminate findings from SIEF evaluations: publications, events, and data documentation;
- Produce and disseminate impact evaluation capacity building materials: impact evaluation handbook and training videos;
- Program strategic communication: program conferences, policy notes, and ICT/website.

In addition, teams supported by the SIEF through the Cluster Fund, Innovation Fund, and Quick Wins windows carried out numerous activities aimed to disseminate the results of impact evaluations – including the production and publication of IE reports, the documentation of instruments developed and data collected, and the organization and participation in conferences and seminars –see Annex 11.

#### **Products**

The SIEF has delivered numerous results dissemination and knowledge sharing products, including<sup>18</sup>:

(i) At the impact evaluation level:

- **8 articles** published in **peer-reviewed journals**:
  - Including: The Economic Journal, The Quarterly Journal of Economics, The Lancet, Pediatrics, Trials, Tropical Medicine and International Health, and Malaria Journal.
- **18 research papers** published in the World Bank and academic institutions;
- **19 policy notes** released;
  - Including 14 *Evidence To Policy* (E2P) notes produced by the SIEF;
- **50+ presentations** in conferences and seminars;
- **Data and instruments documented by 35 impact evaluation teams.**

(ii) At the cluster level:

- **4 synthesis studies** published –including **3 books**<sup>19</sup>:
  - Ariel Fiszbein and Norbert Schady (2009): [\*Conditional Cash Transfers: Reducing Present and Future Poverty\*](#) –synthesis study on the effectiveness of conditional cash transfer programs translated to Spanish by the SIEF,
  - Barbara Bruns, Deon Filmer and Harry Patrinos (2011): [\*Making Schools Work: New Evidence on Accountability Reforms\*](#) –synthesis study on accountability reforms in the education sector;

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<sup>17</sup> The results dissemination and knowledge sharing plan was approved by the SIEF Steering Committee in December 2009.

<sup>18</sup> Annex 11 lists the main results dissemination and program outreach activities carried out by the SIEF at the cluster and program levels.

<sup>19</sup> The fourth synthesis study supported by the SIEF is the report on *The Role of Activation and Graduation Policies In Developing Countries* –produced by Rita Almeida, Juliana Arbelaez, Maddalena Honorati, Arvo Kuddo, Tanja Lohmann, Mirey Ovadiya, Lucian Pop, Maria Laura Sanchez Puerta and Michael Weber in March 2012 as a background paper for the World Bank's social protection strategy.

- Harold Alderman, Ed. (2011): [No Small Matter: The Impact of Poverty, Shocks, and Human Capital Investments in Early Childhood Development](#) –synthesis study on the effectiveness of early childhood development programs.
- **Cluster conferences** sponsored by the SIEF:
  - [CCT's: The Second Generation of Evaluations Workshop](#) (October 24-25, 2011, Washington, DC) –including presentations by Esther Duflo and Paul Gertler;
  - [Innovations in Health Care Financing and Service Delivery: Making Malaria Treatment Available](#) (December 9-10, 2011, Washington, DC) –including keynote speech by Nobel Laureate Kenneth Arrow and presentations by Ramanan Laxminaraya and Jed Friedman;
  - [Activation and Employment Support Policies](#) (Istanbul, Turkey, April 30 - May 1, 2012), co-sponsored by the Bank, the OECD, and the Institute for the Study of Labor (IZA).

(iii) At the **program level**:

- Presentation of results of SIEF impact evaluations in **High-Level conferences and global fora**:
  - [Summit of the Millennium Development Goals Forum](#) (September 21-22, 2010, New York;
  - [XVIII International AIDS Conference](#) (July 18-23, 2010, Vienna, Austria);
- Presentation of the SIEF program at the Overseas Development Institute (May 4, 2010, London);
- Participation in the 2009, [2010](#), and [2011](#) meetings of the Network of Networks of Impact Evaluation (NONIE).
- Organization of the [SIEF Final Conference](#) (April 24-25, 2012, Madrid, Spain) –including impact evaluation training and results dissemination and knowledge-sharing activities.

All SIEF products and tools are available online at the **SIEF website** ([www.worldbank.org/sief](http://www.worldbank.org/sief)) and, following the new [World Bank's Access To Information policy](#), key documents produced by the SIEF have been archived and are available for public access at the **SIEF WBDocs folder**:

- WBDocs/World Bank Cabinets/Networks/HDN/Management and Oversight/.

## **Outcomes**

In addition to contributing to the program and policy changes informed by IE studies<sup>20</sup>, the SIEF results dissemination program has contributed to strengthening impact evaluation communities of practice in key human development thematic areas, as well as to increase support towards impact evaluation and results-based management in the World Bank<sup>21</sup> and in the international development community. The SIEF Final Assessment report documents cases of knowledge sharing among evaluation experts and researchers through communities of practice facilitated by the SIEF. The references to the SIEF in IEG's report on the relevance and effectiveness of the World Bank's impact evaluation program illustrate the extent of the contribution of the SIEF to the consolidation of impact evaluation in the Bank (see Box A).

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<sup>20</sup> For more information about the results dissemination activities carried out by SIEF impact evaluation teams and about the policy impact of the impact evaluations supported by the SIEF, see the previous Section of this report and Annex 6.

<sup>21</sup> See: [Independent Evaluation Group \(2012\): World Bank Group Impact Evaluations: Relevance and Effectiveness, June](#).

Finally, it should be noted that some of the impact evaluations supported by the SIEF have been reviewed in leading media publications, which may have contributed to increase general support to impact evaluation and evidence-based policy making and program management –See Box F on the media coverage of SIEF-supported impact evaluations on HIV/AIDS prevention.

### **Box F. Media impact of the SIEF-sponsored HIV/AIDS Prevention impact evaluation cluster**

The findings of impact evaluation studies supported by the SIEF on HIV/AIDS prevention interventions in Malawi and Tanzania have not only led to the publication of a number of research papers and articles in peer-reviewed journals, but also aroused interest of a number of mass media and magazines:

#### **Malawi – Impact evaluation on Conditional Cash Transfers, Schooling, and HIV Risk**

- New York Times, “African Studies Give Women Hope in H.I.V. Fight,” July 19, 2010;
- Newsweek, “A New Fix for the Needy,” October 25, 2010;
- NPR, “Helping the Poor, with Conditions” February 9, 2011;
- Bloomberg, “African Girls Getting World Bank Cash Deters Sugar Daddies,” March 15, 2011;
- The Economist, “Link Exchange,” July 6, 2011;
- The Economist, “Link Exchange,” August 12, 2011;
- The Economist, “Economics blogs: A less dismal debate,” December 31, 2011;
- The Guardian, “Cash payments help cut HIV infection rate in young women, study finds,” Feb. 14, 2012;
- The Economist, “A drug called money,” February 15, 2012;
- Voice of America, “Fighting Poverty, Protecting Women from HIV,” February 16, 2012;
- BBC Health Check, “Paying people to be healthy,” February 22, 2012;
- Slate, “Want to Get Young Women to Use Condoms? Give Them Money,” March 1, 2012.
- GW Today, “Prevention Pays Off,” March 12, 2012;
- New York Times, “A Gates Summit Hopes to Fill Family Planning Gap,” July 11, 2012.

#### **Tanzania - Evaluating CCTs to Prevent HIV and Other Sexually Transmitted Infections**

- Financial Times, “[World Bank rewards safe sex to boost fight against AIDS in Africa](#)” –front page article and [editorial](#) comment;
- BBC World Service. Radio interview on “The World Today” on the RESPECT study results, June 2012;
- [O Tempo](#) –Brazilian newspaper;
- Blog post on World Bank’s, website: “[Rewarding Safe Sex, in Africa Can...End Poverty](#)”, March 2012;
- Blog post on [UC Berkeley](#) news Center’s website

#### **Malawi and Tanzania:**

- Financial Times, “[HIV cut in Africa by paying teenagers](#)”, July 19, 2010;
- The Australian, “[Cash gifts to young Africans reduce HIV transfer rates](#)’, July 20, 2010;
- BBC, “Paying to Change Behavior,” July 19, 2010.
- The Guardian, [Payments to girls in poor countries can slow spread of HIV](#), July 19, 2010.
- [The World Bank](#)’s website.

## 5. MOVING FORWARD

**The Spanish Impact Evaluation Fund (SIEF) shows at its closure a strong record of tangible products delivered and outcomes achieved:** 30 impact evaluation studies produced and disseminated –half of which have informed program design or policy changes–; 21 impact evaluations currently in progress – the majority of which will be completed in 2013; over 2,500 government staff and development practitioners trained in impact evaluation methods and practice –the majority of them applying the skills they learned in SIEF workshops–; an impact evaluation handbook and toolkit developed –highly valued by experts and utilized–; and numerous publications and dissemination events organized and supported –including 3 synthesis studies published in books, 9 articles published in peer-reviewed journals, three cluster conferences sponsored and one final program-level training and dissemination event organized in Madrid, Spain.

**An external evaluation of the SIEF program conducted in the first half of 2012 shows that the achievement of the strategic goals of the program has been either “highly satisfactory” –in producing impact evaluations and building impact evaluation capacities– or “satisfactory” –in disseminating results and promoting results-based management.** SIEF’s impact evaluation research, capacity building, and knowledge-sharing activities have contributed to strengthen impact evaluation communities of practice in key human development areas as well as to expand support towards impact evaluation and results-based management among international development policy makers, practitioners, and researchers. **The leadership of the SIEF and its contribution to consolidating the practice of impact evaluation in the World Bank has been extensively acknowledged** –as shown by the evaluation of the relevance and effectiveness of impact evaluation in the World Bank Group conducted in 2012 by the Independent Evaluation Group.

**Furthermore, the strong collaboration among the World Bank and the Governments of Spain and the United Kingdom in 2008-2012 has set the basis for establishing a new multi-donor Strategic Impact Evaluation Fund<sup>22</sup> that not only ensures the continuation –and expansion– of the program, but also indicates the extent of the success achieved by the SIEF<sup>23</sup>.** As explained in the SIEF Final Assessment<sup>24</sup>:

- “an indication of the success of SIEF is that, as it comes to an end, a new multi-donor trust fund for impact evaluations has been established at the World Bank, with an initial endowment provided by the British government’s Department for International Development (a secondary source of funding for SIEF I), with an amount which triples the funding of SIEF. In addition, it is significant that the new fund retains the acronym SIEF (with the “S” now standing for “Strategic”), which is an acknowledgement of the quality of the operations and visibility achieved by the Spanish Impact Evaluation Fund. As stated in the presentation of the new SIEF, *it will build on the knowledge and research generated by the Spanish Trust Fund for Impact Evaluation*”.

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<sup>22</sup> See Box I.

<sup>23</sup> For simplicity, in this report the acronym “SIEF” is used exclusively for referring to the Spanish Impact Evaluation Fund – unless otherwise specified.

<sup>24</sup> Conducted by the independent consultant Osvaldo Feinstein in June 2012.

Boxes G and H summarize the recommendations for a new phase of the program drawn from, respectively, in the tracer study of SIEF workshops and in the external evaluation of the Spanish Impact Evaluation Fund. Regarding recommendations for strengthening dissemination, SIEF program management has initiated a shift to engagement upstream in the impact evaluation cycle, coupled with a greater emphasis on ensuring broad access to evaluation findings.

### **Box G. Recommendations for a new phase of SIEF**

- As results of ongoing impact evaluations become available, focus on systematic reviews of IE results, combining the evidence generated by SIEF funded IEs with evidence from other IE and/or studies, which may allow to go beyond “what works” to “what works in which circumstances and why”, strengthening the external validity and usefulness of IE findings.
- It would be worthwhile to support also innovative evaluations (as distinct from evaluations of innovative interventions), such as, e.g., “selective trials”.
- In order to increase the flexibility of an impact evaluation fund, it could be worthwhile to complement the periodic calls for proposals with an open and continuous window to support with small contributions the design of evaluations (a sort of seed capital), which could facilitate the finalization of the design of IE proposals sketched at the IE workshops.
- Engage academics and/or policy makers as external advisors to the technical committee, so as to ensure a perception of full transparency and to draw on a wider pool of expertise.
- A proactive approach to dissemination could include during the implementation of the impact evaluations a set of activities (such as videos and photographs) that with a very low marginal cost could enhance significantly the quality of dissemination and, as a by-product, and in a cost-efficient way, it would make available audiovisual material for training purposes.
- On capacity building for impact evaluation, it would be worthwhile to complement the very successful impact evaluation training workshops designed and implemented by SIEF, with the support to the development of institutional capacities for independent impact evaluation at the country level.
- Finally, it would be worthwhile to promote a broader engagement with evaluation communities beyond the World Bank, such as the American Evaluation Association, the European Evaluation Society, the International Development Evaluation Association, the United Nations Evaluation Group and the MDBs Evaluation Cooperation Group. IEs and systematic reviews could be disseminated to them, and presentations could be made in their conferences and/or meetings, seeking their feedback.

**Source:** [SIEF Final Assessment, 2012](#).

### Box H. Recommendations on training for impact evaluation

- Mobilize sufficient resources in order to match the increasing demand of impact evaluation training and advisory services from client countries and partner agencies that is expected for the next years. Increase impact evaluation capacities of regional units and promote partnerships with local universities and research centers to allow their playing an increasing role in meeting this demand.
- Monitor progress of the impact evaluation studies that are designed at the workshops to detect training needs and potential gains from advisory services activities that may help reduce the number of impact evaluation studies that do not continue after the workshop. Engage senior management and policy makers in results dissemination events to increase management support and mobilization of resources towards impact evaluations in client countries and partner agencies.
- Design tools to provide training to workshop participants on how to convince their managers to invest resources to undertake impact evaluations.
- Engage former workshop participants in training and research activities to consolidate the expansion of the impact evaluation community of practice. Encourage the participation of former trainees in regional workshops as faculty or moderators to facilitate their transition from active members to members “at the heart” of the community of practice.
- Tailor the timing and contents of the workshops to the needs of client countries –for instance, by delivering “second generation workshops” focusing on specific technical or policy issues, or expanding the Stata component when demand for such training is detected.
- Carry out follow up training and advisory service activities to consolidate and improve the learning outcomes of the workshops. Mobilize resources to deliver training activities on a more regular basis.
- Improve the monitoring and evaluation of future impact evaluation workshops by adding to the online registration form some questions to capture the applicant’s age, type of organization, and languages spoken; as well as their secondary email addresses and telephones; at the beginning of the training, collect information on the skills level and involvement with impact evaluation work of participants, so that learning outcomes can be measured in the future; translate the survey instrument to other languages, contingent to the languages spoken by participants and to the availability of resources. Whenever possible, customize survey requests and reminders to the mother tongue of each participant.

Source: [Tracer Study Report on “Turning Promises to Evidence” SIEF-Sponsored IE Workshops, 2011.](#)



### **Box 1. New multi-donor Strategic Impact Evaluation Fund**

The **Strategic Impact Evaluation Fund (SIEF 2)** is a new **multi-donor trust fund** established within the World Bank to carry out and support research evaluating the impact of programs affecting human development outcomes. The fund was created in March 2012 with an initial support of the **United Kingdom's Department for International Development (DFID)** of £25 million (approximately **\$40 million**) for the **2012-2018** period.

The main goal of SIEF 2 is **to improve the effectiveness of development policies by expanding the evidence base on the impact of programs affecting human development outcomes**. More specifically, the new multi donor trust fund aims to:

- Generate a solid evidence base on the development effectiveness of programs affecting health, nutrition and education;
- Build capacity for understanding and using monitoring and evaluation, particularly impact evaluation techniques, through regional training workshops and toolkits; and
- Improve access to impact evaluation results to support evidence-based policymaking.

The Strategic Impact Evaluation Fund is **global in scope**, and supports activities in all developing regions with a special focus to selecting a broad range of countries within regions, as well as to addressing policy issues affecting fragile states and low income countries. SIEF 2 is currently financing impact evaluations in **four strategic policy areas**:

- Early Childhood Nutrition, Health and Development;
- Basic Education Service Delivery;
- Health Systems and Service Delivery;
- Water Supply, Sanitation, and Hygiene for Sustainable Human Development.

The Strategic Impact Evaluation Fund is managed by the **Human Development Network** and will build on the knowledge and research generated by the **Spanish Trust Fund for Impact Evaluation (SIEF 1)**.

## ANNEXES

- Annex 1. SIEF Administration Agreement
- Annex 2. Amendment No. 1 to the SIEF Administration Agreement
- Annex 3. Amendment No. 2 to the SIEF Administration Agreement
- Annex 4. SIEF strategy
- Annex 5. SIEF governance and organization
- Annex 6. SIEF impact evaluation products delivered and programs/policy changes informed by them
- Annex 7. Budget reallocations in the SIEF impact evaluation research program
- Annex 8. Causes of cancellation of impact evaluations
- Annex 9. Learning outcomes from SIEF IE workshops in Korea'11, Dacca'11 and Addis'12
- Annex 10. SIEF results dissemination and knowledge sharing plan
- Annex 11. SIEF cluster and program level results dissemination and knowledge-sharing products
- Annex 12. Where to find more information about the SIEF program: SIEF folders at the WBDocs archive
- Annex 13. SIEF financials FY08-FY12